

Equality Information for Lancashire County Council – Incorporating Gender Pay Gap Report

Interim Report

March 2026



Equality Information for Lancashire County Council including Gender Pay Gap Report 2026

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Contents Overview

What is the purpose of this report?

The Public Sector Equality Duty (PSED) is designed to ensure that public authorities in Great Britain (England, Scotland, and Wales) consider how their policies, programs, and services impact people with different protected characteristics. The report will show information on how the public authority is meeting the general equality duty.

This includes details on how the authority is eliminating discrimination, advancing equality of opportunity, and fostering good relations.

What will be in the report?

The report will show an analysis of data for the full organisational workforce profile, senior posts, recruitment and leavers by the main protected characteristics. The information also includes the Gender Pay Gap Report and shows information on how the authority has engaged with people who have different protected characteristics to understand their needs and experience of equality, diversity and inclusion. The report will also include additional sections relevant to the PSED general aims.

Key Headlines

- The Median Gender Pay Gap has decreased by 1.3%
- 73% of all our Employees are women
- There is a decrease of 4% for women in senior posts which is now 63%
- There has been a rise of 0.8% in Asian, Black, Mixed and Other Ethnic Minority employees in our workforce
- There has been a 1.0% increase of Asian, Black, Mixed and Other Ethnic Minority employees in senior management posts
- Disabled employees have increased by 1.3% and there has been an increase in senior management postholders with a disability of 1.3% also
- 64% of all our employees are aged between 40 and 64. 80% of senior postholders are also within this age group
- Sexual Orientation for both workforce and senior management continues to be broadly in line with the 2021 Census
- There are clear signs that the number of blanks overall are decreasing
- There were 44,980 people who applied for roles within the organisation, 10,142 were interviewed and 3,038 were appointed

Action Planning & Next Steps

At the end of the report there is a short section of recommendations which are compatible with the Equality Strategy including the 2024-2028 Equality Objectives, current Peoples Strategy, and the Council Plan 2025-2030

Thanks, should go to colleagues within the County Council who have provided contributions to this Equality Information. This information will be kept under review and updated as necessary.

For further information contact AskEquality@lancashire.gov.uk

Equality Information for Lancashire County Council – incorporating Gender Pay Gap Report

March 2026

To meet the equality information specific duty which forms part of the Public Sector Equality Duty (PSED) of the Equality Act 2010, Lancashire County Council has compiled the following information which shows how it is progressing towards meeting the PSED's general aims to:

- Eliminate discrimination, harassment and victimisation and any other conduct which is prohibited under the Act
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it
- Foster good relations between people who share a relevant protected characteristic and those who do not share it

The workforce information will also include findings from the 2021 Census where practicable, for comparison purposes. The information will include staff whose data is blank or unknown and prefer not to say where available. In some data provided it will not add up to 100% due to rounding of numbers or omitted blank or unknown responses. The County Council does not collect data for pregnancy and maternity, gender re-assignment and does not report on marriage or civil partnership status.

The findings of this information will enable the County Council to have a mechanism to explore the baseline data and comparisons where available, to the UK 2021 Census, action plans will inform and highlight any areas to improve upon within the workforce. The County Council currently has an employee workforce of 13,679 which the following data is based upon. This year's report will also include applicant monitoring.

Gender Pay Gap Report

(Based on the snapshot date of 31 March 2025)

About Gender Pay Gap Reporting

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations, organisations with 250 or more employees must publish gender pay gap figures each year. Public sector employers must publish their calculations by **30 March 2026**, based on a workforce snapshot date of **31 March 2025**. This is the ninth year the council has reported this information.



Gender pay reporting is not the same as equal pay and is a different requirement to carrying out an equal pay audit.

- **Equal pay** is about paying men and women the same for the same or equivalent work – and paying people differently because of their sex is unlawful.
- The **gender pay gap** shows the difference in average pay between all men and all women across the workforce. A positive figure means men earn more on average; a negative figure means women do. It does not necessarily mean that men and women in equivalent roles are not in receipt of equal pay.

The council continues to publish its report within the annual **Equality Information** document, which forms part of how it meets its statutory duties.

How the Figures Are Calculated

The gender pay gap regulations use specific definitions, which differ from other council reporting:

- Calculations are based on **employee headcount**, not full-time equivalent numbers.
- A wider definition of “employee” is used, meaning **casual workers are included** who do not generally feature in other council reports.
- A **relevant employee** is anyone employed on the snapshot date.
- A **full-pay relevant employee** is someone receiving their full basic pay in the pay period covering the snapshot date. Employees on reduced or nil pay at that point are excluded.

The council’s workforce remains predominantly female, with women representing **72.5%*** of employees. Many women work in roles such as caring, cleaning and catering, which are often lower-paid and more likely to be part-time. Men remain more represented in some higher-paid operational services, such as highways. These workforce patterns influence the gender pay gap.

* This percentage differs slightly from the corporate measures' information, which is based on a narrower definition of “employee” and uses different criteria for calculating the upper quartile and senior posts measures.

Headline Gender Pay Gap Figures (Four Year Comparison)

Mean Gender Pay Gap

This shows the difference between the average hourly pay of male and female employees.

Year	Mean Gender Pay Gap
2025	9.6%
2024	10.5%
2023	11.4%
2022	11.5%

In 2025, male employees earned on average **9.6% more** per hour than female employees. This continues a year-on-year improvement.

The national mean gender pay gap is **13.8%***, so the council's position remains **below the national average**.

*The national average has been taken from the Office of National Statistics Annual Survey of Hours and Earnings 2024 – Table 1.12 Gender Pay Gap (%) For All Employee Jobs United Kingdom 2025.

Median Gender Pay Gap

This shows the difference between the median (midpoint) hourly pay of male and female employees.

Year	Median Gender Pay Gap
2025	12.3%
2024	13.6%
2023	17.5%
2022	17.4%

In 2025, the median pay for male employees was **12.3% higher** than for female employees. The gap has reduced substantially since 2023.

The national median gender pay gap is **13.1%***, meaning the council again performs **better than the national position**.

*The national average has been taken from the Office of National Statistics Annual Survey of Hours and Earnings 2024 – Table 1.12 Gender Pay Gap (%) For All Employee Jobs United Kingdom 2025.

Bonus Pay Gap

This shows the difference between the mean and median bonus pay received by male and female relevant employees.

The council does not operate performance-related pay or bonus schemes. As a result, the **mean and median bonus gender pay gaps** for 2025 are **0%** and they have remained at 0% across all reporting years.

Consequently, there is no requirement to report the proportions of male and female employees who received bonus pay.

Gender Representation Across Pay Quartiles (Four Year Comparison)

This shows the proportion of male and female employees across each quartile of the council's pay structure.

2025

Pay Quartile	Female	Male
Lower	85.7%	14.3%
Lower middle	72.8%	27.2%
Upper middle	64.8%	35.2%
Upper	66.8%	33.2%
Overall	72.5%	27.5%

2024

Pay Quartile	Female	Male
Lower	85.5%	14.5%
Lower middle	74.0%	26.0%
Upper middle	65.8%	34.2%
Upper	66.8%	33.2%
Overall	73.0%	27.0%

2023

Pay Quartile	Female	Male
Lower	86.3%	13.7%
Lower middle	72.4%	27.6%
Upper middle	65.7%	34.3%
Upper	66.8%	33.2%
Overall	72.8%	27.2%

2022

Pay Quartile	Female	Male
Lower	84.8%	15.2%
Lower middle	73.0%	27.0%
Upper middle	66.3%	33.7%
Upper	64.7%	35.3%
Overall	72.2%	27.8%

Across all four years, female employees remain significantly over-represented in the lowest pay quartile, and the most balanced distribution of males and females is consistently found in the upper middle and upper quartiles. This distribution continues to influence the gender pay gap.

Actions to Close the Pay Gap

The council remains committed to narrowing the gender pay gap.

An action plan is in place, with progress monitored regularly, to ensure continued improvement.

Lancashire's Population – a snapshot

Information from the 2021 Census in relation to the protected characteristics is included alongside employment information and can also be found on the County Council's Lancashire Insights website which provides a wide range of statistics and intelligence on a range of subjects including health and wellbeing (including Lancashire's JSNA), social and economic information, education related information and environmental and transport matters, etc. It is available at:

<http://www.lancashire.gov.uk/lancashire-insight.aspx>

Elected Members/County Councillors

The County Council's Election took place on 1st May 2025, and 84 County Councillors were elected.

As of January 2026, the following applies:

The tables below show the County Councillor Profile by selected demographics that are monitored.

Councillor Profile 2025-26

Sex		
Female	15	17.9%
Male	68	81%
Prefer not to say	1	1.1%
Undisclosed	0	0%
	84	100.0%

Ethnicity		
White (English, Welsh, Scottish, Northern Irish, or British)	71	84.5%
Asian or Asian British (Indian)	1	1.2%
Asian or Asian British (Any other Asian background)	1	1.1%
Asian or Asian British (Pakistani)	5	6%
White (Any other white background)	2	2.4%
Undisclosed	4	4.8%
	84	100.0%

Disability		
Yes	11	13.1%
No	60	71.4%
Prefer not to say	4	4.8%
Undisclosed	9	10.7%
	84	100.0%

Age Profile		
18yrs - 25yrs	4	4.8%
26yrs - 35yrs	12	14.3%
36yrs - 45yrs	16	19.0%
46yrs - 55yrs	12	14.3%
56yrs - 65yrs	23	27.4%
66yrs - 75yrs	14	16.7%
76yrs - 85yrs	3	3.5%
	84	100.0%

Sexual Orientation		
Bisexual	2	2.4%
Heterosexual or straight	60	71.4%
Other	1	1.2%
Prefer not to say	5	6.0%
Undisclosed	16	19.0%
	84	100.0%

Religious Beliefs		
Any other Religion	3	3.6%
Christian (Including Church of England, Catholic, Protestant and all other Christian denominations)	37	44.0%
Muslim	4	4.8%
No religion	21	25.0%
Prefer not to say	5	6.0%
Undisclosed	14	16.6%
	84	100.0%

Equality Information

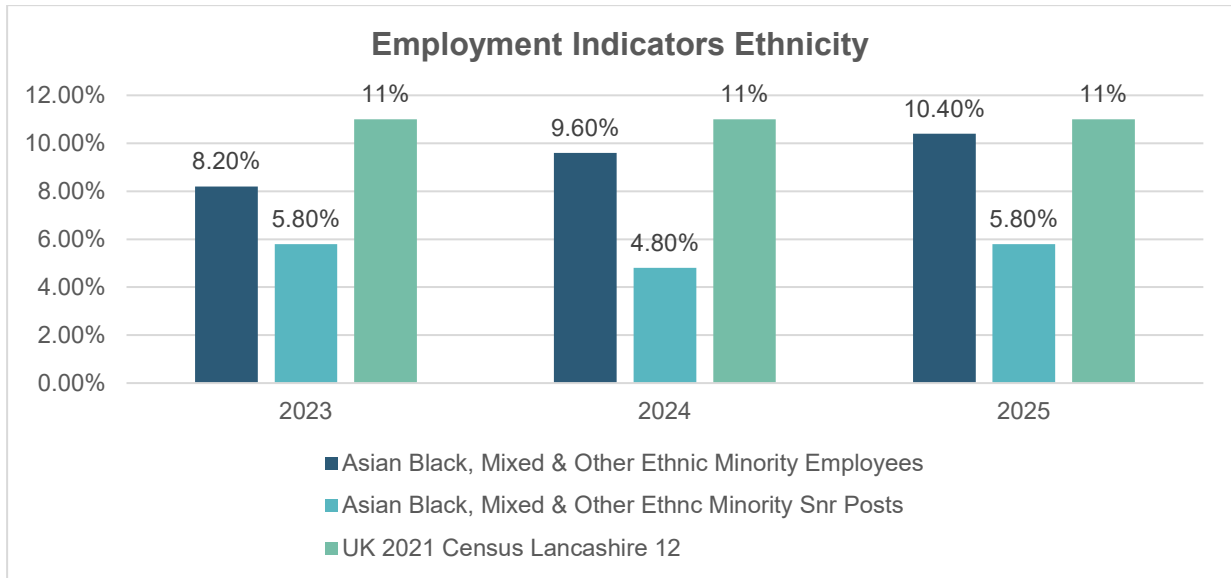
The County Council have traditionally used a series of employment performance measures/indicators in terms of equality with a "watching brief" kept on the information. The green shaded figures highlight where there has been an increase in the workforce and the red highlights a decrease. The senior posts information can be quite volatile as there are a relatively small number of employees particularly in the ethnicity and disability categories so an individual joining or leaving the County Council can have a significant impact on the figures. Grade 11 and above is the definition used for senior postholders.

Employment Equality Indicators for December 2023 to December 2025

Indicator	% December 2023	% December 2024	% December 2025	Census Data 2021 Lancashire 12 (Where applicable)
Asian, Black, Mixed and Other Ethnic Minority employees in the LCC workforce	8.2% (+1.3%)	9.6% (+1.4%)	10.4% (+0.8%)	11% (-0.6%)
Asian, Black, Mixed and Other Ethnic Minority employees in senior LCC posts	5.8% (+0.1%)	4.8% (-1.0%)	5.8% (+1.0%)	
Disabled employees in the LCC workforce	4.8% (+0.2%)	4.9% (+0.1%)	6.2% (+1.3%)	
Disabled employees in senior LCC posts	5.4% (+0.4%)	3.8% (-1.6%)	5.1% +(1.3%)	
Women in the LCC workforce	73%	73%	73%	50.9% (+22.1%)
Women in senior LCC posts	64% (+3%)	67% (+3%)	63% (-4%)	

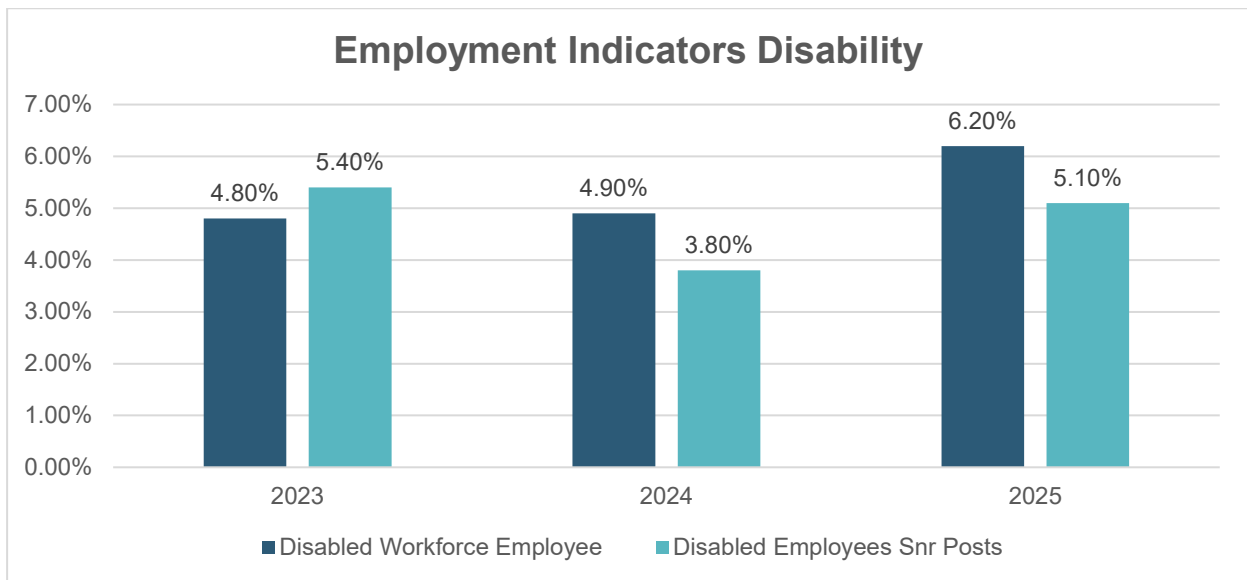


Employment Equality Indicators Ethnicity



The trend continues to rise over the last two years showing another 0.8% increase in Asian, Black, Mixed and Other Ethnic Minority employees in the LCC workforce. There is also an increase in senior postholders of 1% moving to 5.8% overall. As the workforce percentage rises, this identifies that the organisation is moving closer to Lancashire demographic profile of 11%, although the gap is widening between representation in the workforce and senior management posts overall.

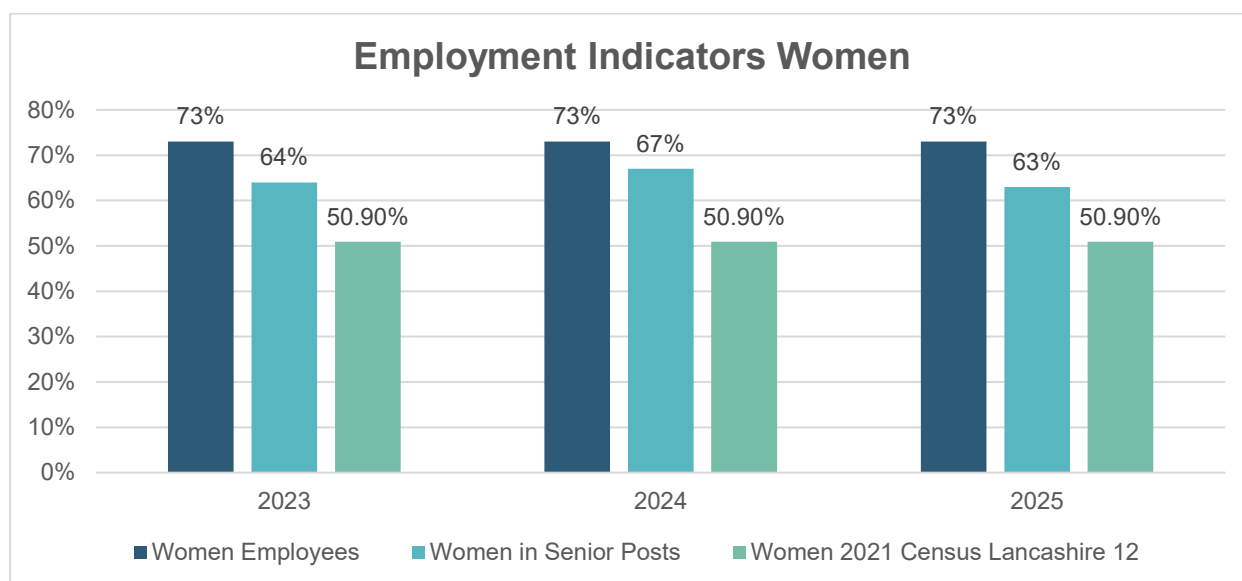
Employment Equality Indicators Disability



Both the disabled employees and senior posts in the workforce, have increased by 1.3% in 2025. Since 2023 the workforce has increased its disabled employees by 1.4% and senior posts have increased from 2024 but are still lower than 2023 by 0.3%.



Employment Equality Indicators Women



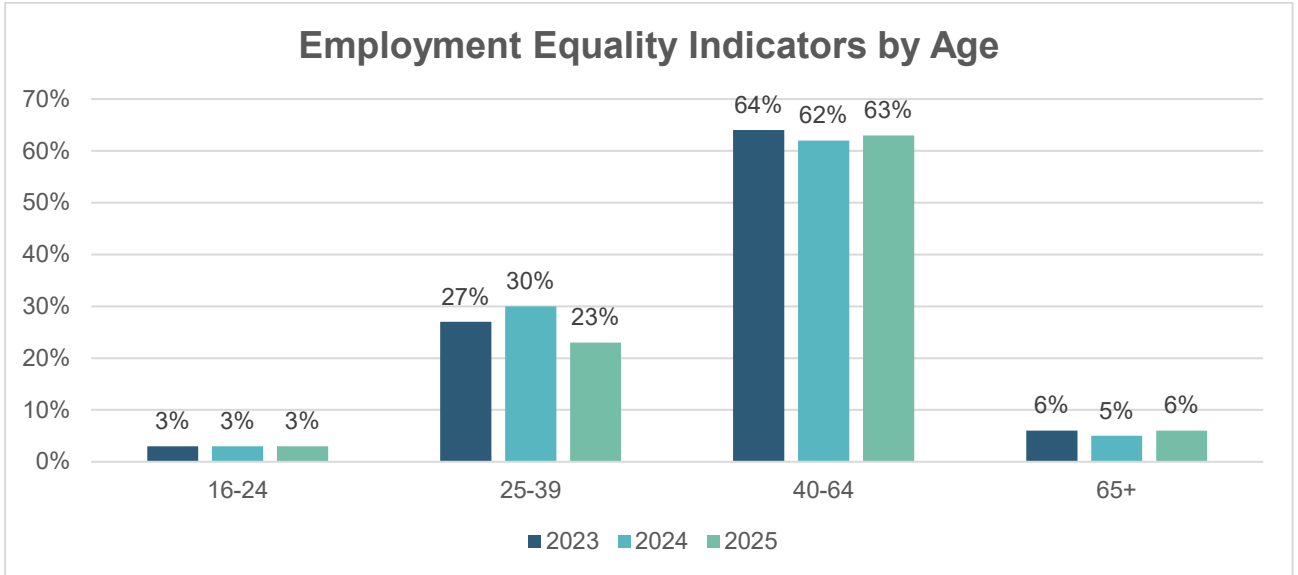
63% of senior posts are held by women, a decrease of 4% from the previous year. Consequently, the gap between women in the workforce overall (73%) and women in senior posts show a difference of 10%. Overall workforce compared to Lancashire 12 area population shows a 22.1% difference.

Employment Indicators Age

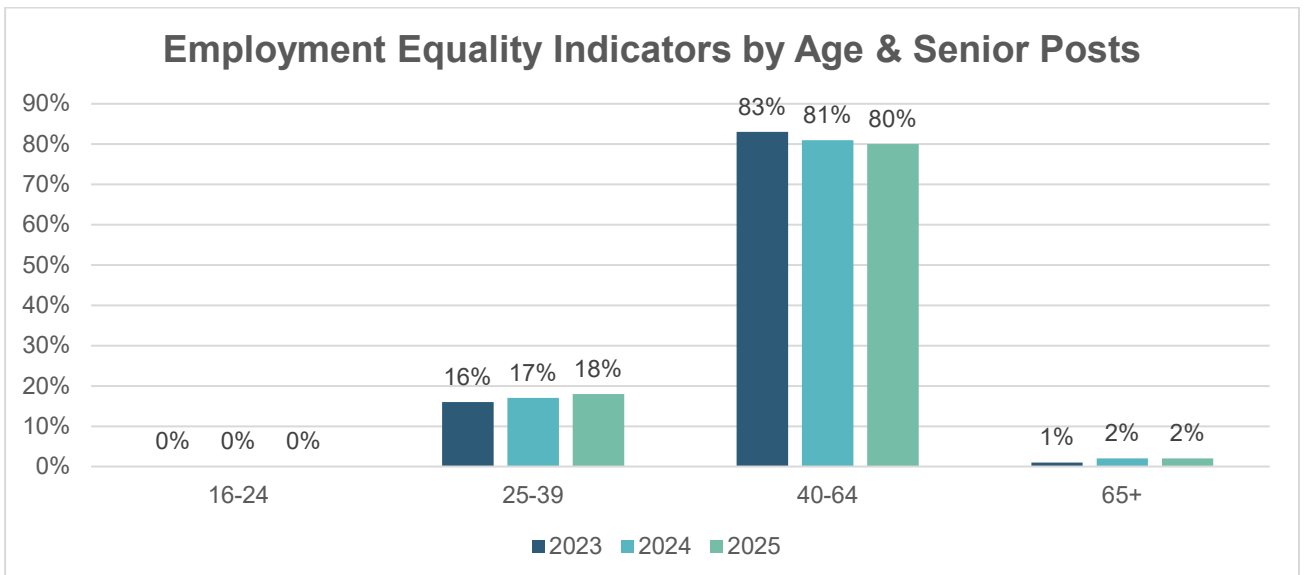
Whilst not part of the Corporate Measures process, comprehensive data for the County Council's age profile of employees is available. It is summarised below:

Employee Profile	Employees in the Workforce 31 December 2023	Employees in Senior Posts 31 December 2023	Employees in the Workforce 31 December 2024	Employees in Senior Posts 31 December 2024	Employees in the Workforce 31 December 2025	Employees in Senior Posts 31 December 2025
Percentage of Employees aged 16-24	3.3% (+0.2%)	0	3.2% (-0.1%)	0	3.2%	0
Percentage of Employees Aged 25-39	26.7% (+0.7%)	15.8% (+0.5%)	29.6% (+2.9%)	17.1% (+1.3%)	27.7% (-1.9%)	18.3% (+1.2%)
Percentage of Employees aged 40-64	64.3% (-1.7%)	82.7% (-0.7%)	62.3% (-2%)	81.3% (-1.4%)	63.6% (+1.3%)	79.5% (-1.8%)

Percentage of Employees aged 65+	5.6% (+0.7%)	1.5% (+0.2%)	4.9% (-0.7%)	1.6% (+0.1%)	5.5% (+0.6%)	2.1% (+0.5%)
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The workforce profile percentage for employees aged 16-24 hasn't changed in 3 years. There is a slight increase in those aged 65 and over by 1% and is now the same as 2023. The percentage aged 25-39 has decreased by 7% and a slight increase for the 40-64 age group by 1%. The 25-39 age range shows each year the most fluctuations.

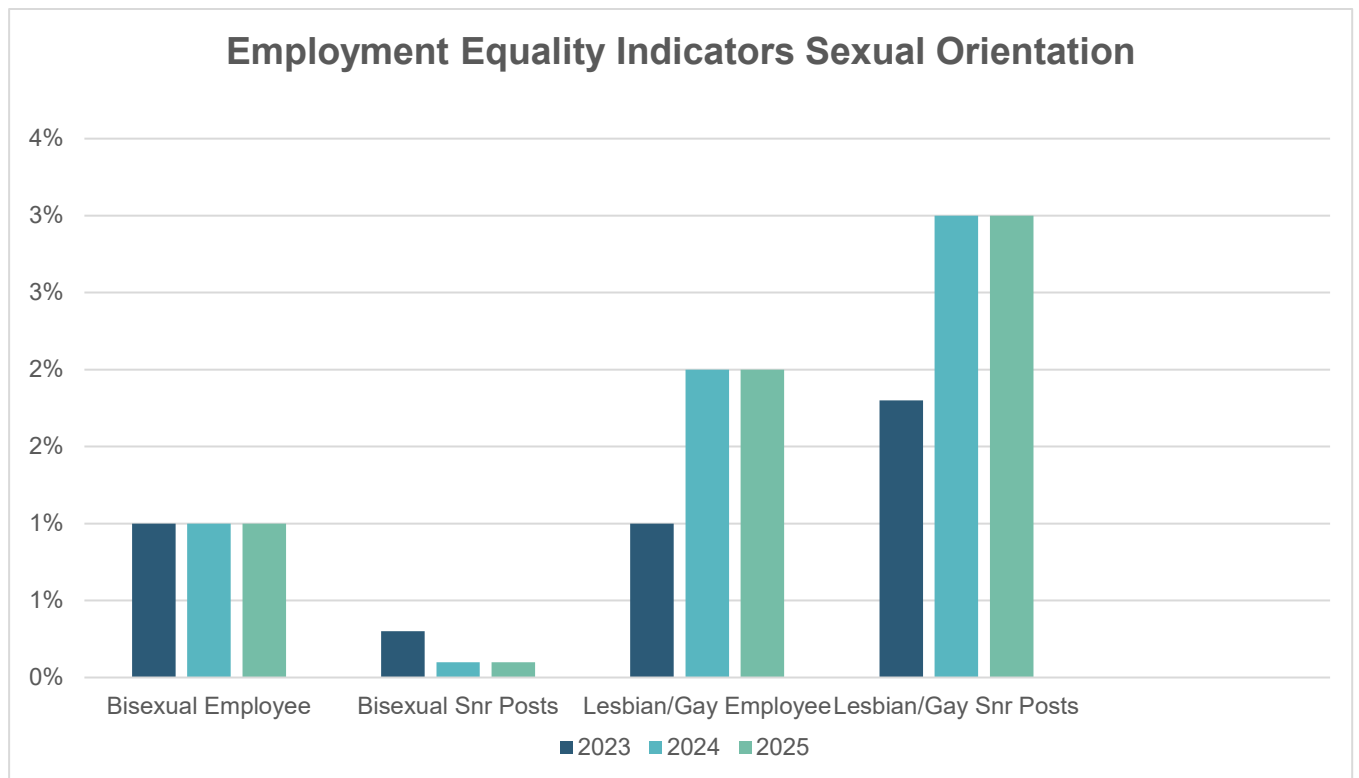


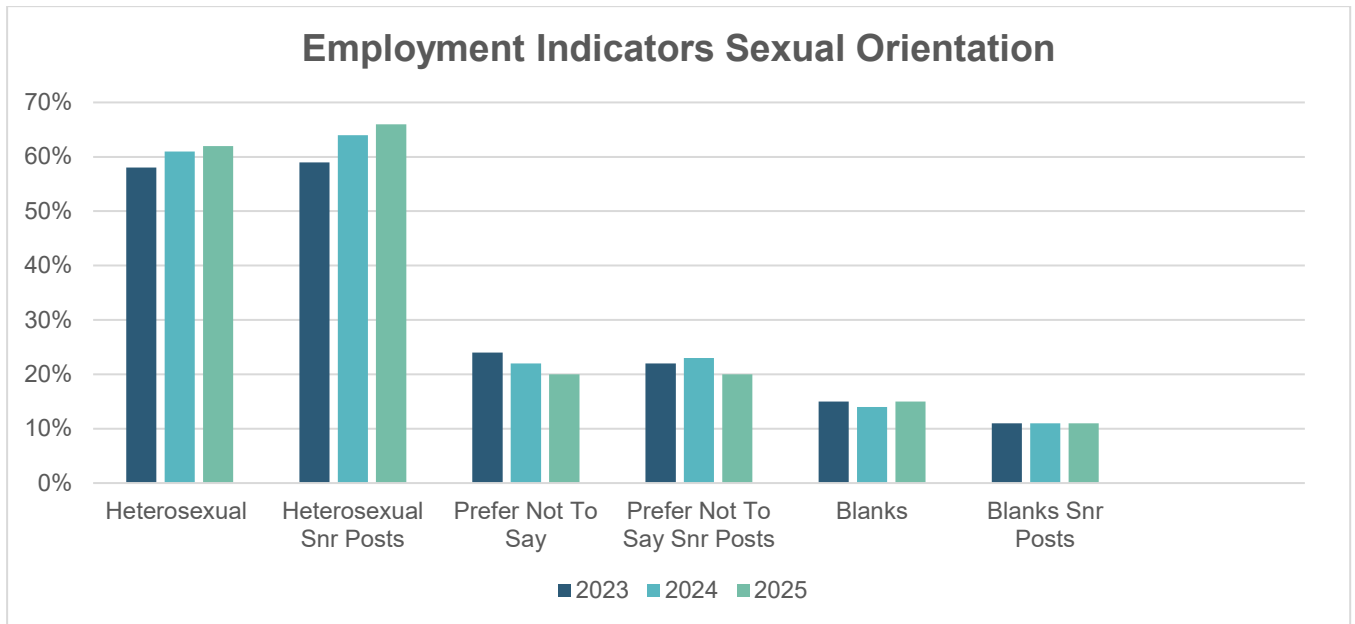
In terms of senior posts, the vast majority of postholders are aged 40-64, this group has decreased by 3% since 2023. The 25-39 age range continues to increase by 1% again in 2025 and the 65 and overs shows a slight increase of 1% also.

Employment Indicators Sexual Orientation

Over the past 3 years we have had more robust data for sexual orientation and religion or belief, so this year we have added the charts and tables below.

Employee Profile	Employees in the Workforce 31 December 2023	Employees in Senior Posts 31 December 2023	Employees in the Workforce 31 December 2024	Employees in Senior Posts 31 December 2024	Employees in the Workforce 31 December 2025	Employees in Senior Posts 31 December 2025
Lesbian/Gay	1% (-0.3%)	1.8% (+0.8%)	1.5% (+0.5%)	2.8% (+1.0%)	1.6% (+0.1%)	2.6% (-0.2%)
Bisexual	1% (+0.2%)	0.3% (-0.7%)	1.1% (+0.1%)	0.1% (-0.2%)	1.2% (+0.1%)	0.1%
Heterosexual	58% (+3%)	59% (-2%)	60.6% (+1.6%)	63.6% (+4.6%)	62.1% (+1.5%)	66.3% +(2.7%)
Prefer not to say	24% (-3%)	22% (-7%)	22.3% (-0.7%)	23.1% (+0.8%)	20.2% (-2.1%)	19.8% (-3.3%)
Blank	15% (-1%)	11% (+3%)	14.4% (-0.6%)	10.5% (-0.5%)	14.8% (+0.4%)	11.2% (+0.7%)





Collecting data for sexual orientation continues to be problematic, as there are still 38% of employees not identifying their sexual orientation either by leaving this section blank or selecting prefer not to say. Where the data has been collected the information is the same for lesbian and gay employees at 2% and lesbian and gay senior posts slightly higher at 3%. Bisexual employees have remained static since 2023 at 1%. Senior posts didn't change from 0.1% in 2025. The employee workforce representation for lesbian, gay and bisexual employees is broadly in line with the 2021 Census. Heterosexual senior posts are higher than the workforce by 4%.

Employment Indicators Religion or Belief

Employee Profile	2023	2024	2025
Buddhist	0.1%	0.2%	0.2%
	(-0.1%)	(+0.1%)	
Buddhist Senior Posts	0	0.1%	0
	(-0.1%)	(+0.1%)	(-0.1%)
Christian	33.2%	34.2%	34.8%
	(+1.7%)	(+1.0%)	(+0.6%)
Christian Senior Posts	41%	43.5%	45.3%
	(-1%)	(+2.5%)	(+1.8%)
Hindu	0.4%	0.5%	0.6%
	(+0.1%)	(+0.1%)	(+0.1%)

Hindu Senior Posts	0.4%	0.5%	0.6%
		(+0.1%)	(+0.1%)
Jewish	<0.1%	<0.1%	<0.1%
Jewish Senior Posts	0	0	0
Muslim	4.1%	4.6%	5.0%
	(+0.5%)	(+0.5%)	(+0.4%)
Muslim Senior Posts	2.4%	2.2%	2.6%
	(+0.4%)	(-0.2%)	(+0.4%)
None	22.6%	24.1%	24.8%
	(+1.3%)	(+1.5%)	(+0.7%)
None - Senior Posts	19.6%	24.3%	22.3%
	(-0.4%)	(+4.7%)	(-2.0%)
Other Religious Belief	0.6%	0.6%	0.6%
	(-0.1%)		
Other Religious Belief Senior posts	0.6%	0.9%	1.0%
		(+0.3%)	(+0.1%)
Other Spiritual Belief	0.7%	0.8%	1.0%
	(-0.1%)	(+0.1%)	(+0.2%)
Other Spiritual Belief Senior Posts	0.4%	0.4%	0.6%
	(-1%)		(+0.2%)
Prefer Not to Say	3.8%	3.7%	3.8%
	(+0.2%)	(-0.1%)	(+0.1%)
Prefer Not to Say Senior Posts	4.7%	4.5%	4.4%
	(-0.3%)	(-0.2%)	(-0.1%)
Sikh	<0.1%	0.1%	<0.1%
	(-0.1%)	(+0.1%)	(-0.1%)
Sikh Senior Posts	0.4%	0.4%	0.4%

Blanks	34.2% (-3.7%)	30.9% (-3.3%)	27.0% (-3.9%)
Blanks Senior Posts	30.4% (+0.4%)	26.1% (-4.3%)	22.7% (-3.4%)

There has been a decrease in both employees and senior posts leaving this indicator blank but for both overall workforces' average and senior posts, it is still between 23 - 27% showing unknown data. The trend in data is positive, showing that the blanks and unknown are decreasing each year.

34.8% of employees identify as Christian, followed by 24.8% of employees not having a religion or belief, which is in line with the 2021 census data for Lancashire. Muslim employees have increased by 0.4% which is the second largest religion after Christian within the workforce. Hindu, Other Religious and Spiritual Beliefs have shown slight changes, which is also the same with the senior posts in religion or belief as highlighted in the table above.

Lancashire County Council Leavers 2025 - Key Headlines

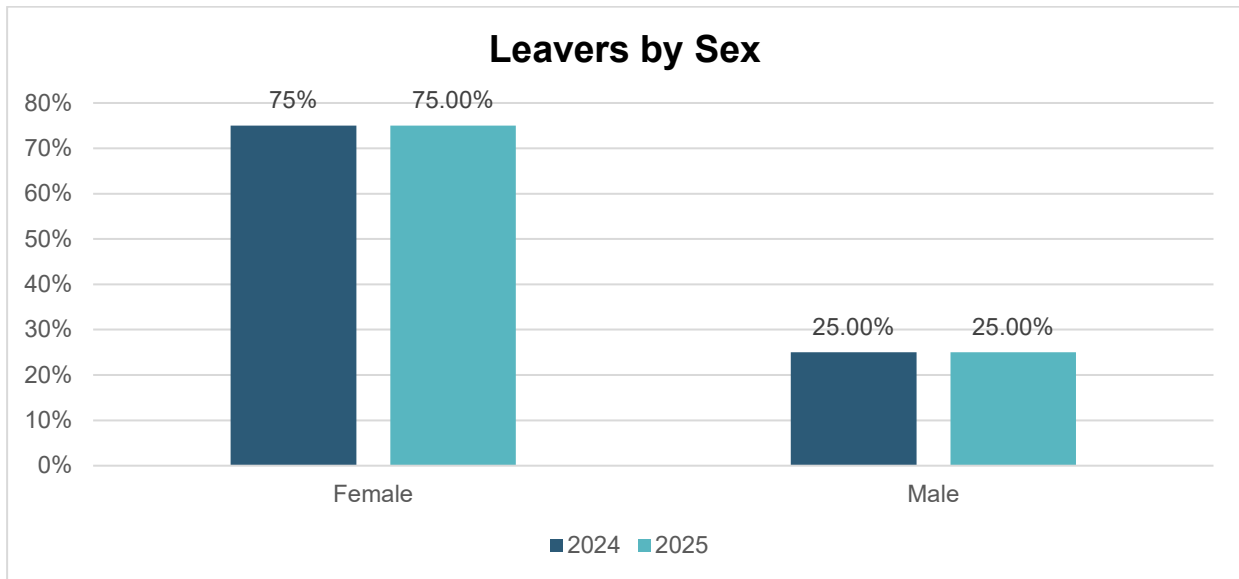
- Three quarters of leavers in 2025 were women
- The highest percentage of leavers in 2025 was the 40-64 age group, which is 14% lower than their representation within the overall workforce
- The percentage of disabled employees leaving the workforce is stable
- The percentage of Asian, Black, Mixed and Other Ethnic Minority leavers has increased by 2.3% since last year. This shows a higher figure than the overall workforce by 2.2% for leavers
- The percentage of gay, bisexual, and lesbian leavers is 3.8% which is higher than the overall workforce

Information about the protected characteristics for employees who left our employment during 2025 is available for age, disability, sex/gender, ethnicity, sexual orientation and religion or belief. This will help to provide a comprehensive suite of Leavers data which complements the workforce profile information shown earlier. The tables below show the totals of those who left County Council employment between 1 January and 31 December 2025 with previous information for 2024 shown in brackets.

Sex Profile of Leavers – 2025
 (Figures for 2024 are shown in brackets)

Leavers by Sex	Number of Leavers	Percentage of Leavers
Male Leavers	458 (463)	25% (25%)
Female Leavers	1365 (1406)	75% (75%)
Total Leavers 2025	1823 (1869)	

The workforce sex leaver profile has stayed the same since 2024. This is broadly in line with comparable data for the workforce employee's information.

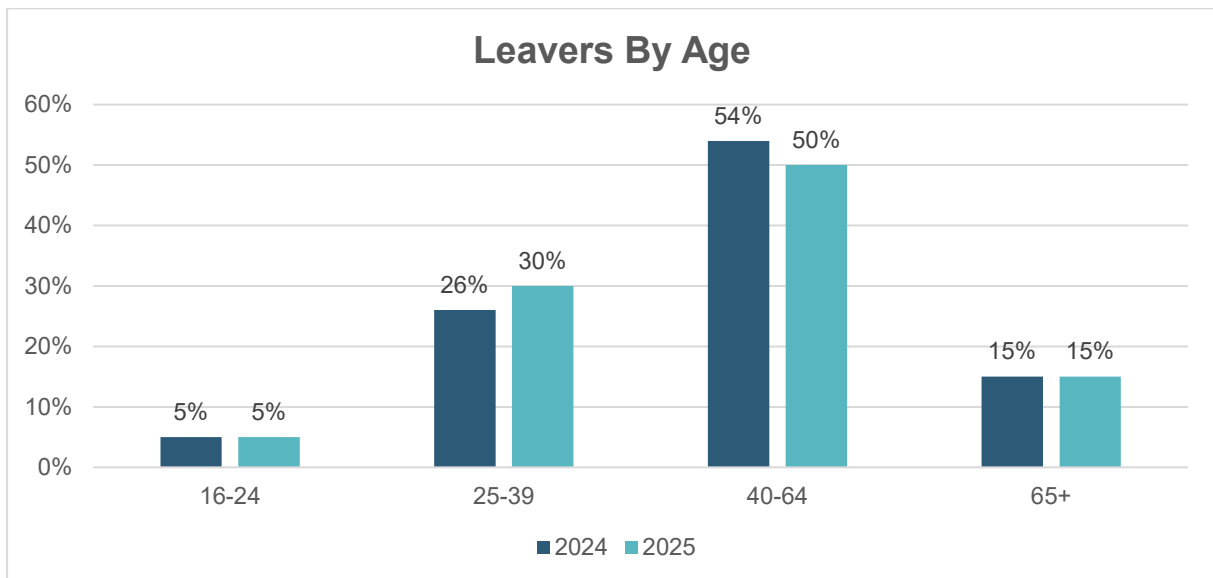


Age Profile of Leavers – 2025

(Figures for 2024 are shown in brackets)

Age Band	Number of Leavers by Age	Percentage of Leavers by Age
16-24	91 (100)	5% (5%)
25-39	546 (486)	30% (26%)
40-64	913 (1010)	50% (54%)
65+	273 (273)	15% (15%)
Total	1823 (1869)	

The 16-24 and 65+ age group has stayed stable in leavers. The 40-64 age group has decreased by 4% and the main change has been the 25-39 age group with an increase of 4% making it the only age group that has increased since 2024. It would be expected that employees aged 65+ might form a greater proportion of leavers than their representation in the workforce overall as this could reflect retirement. The 40-64 has a 4% decrease which may show sustainability within the workforce in this age range.



Ethnicity Profile of Leavers – 2025

Information for the 2024 previous data collection is shown in brackets on the table below. The Asian, Black, Mixed and other Ethnic Leavers have been collated as one group for the chart further on after the table, as has all White groups. This is due to small numbers for several of the specific groups listed below. The table shows a combined percentage for all employees who are included in the Asian, Black, Mixed and other ethnicity categories and in addition White British categories combined to show a comparison against the workforce profile.

Ethnicity	Number of LCC Leavers	Percentage of LCC Leavers	Combined % where applicable
Any other	12 (11)	0.6% (0.6%)	
Asian	130 (115)	7.1% (6.3%)	
Black	67 (54)	3.6% (2.9%)	
Mixed/Multiple Ethnicities	25 (19)	1.3% (0.8%)	Black Asian, Mixed, Minority Ethnicity Combined 12.6% (10.3%)
White British	1282 (1314)	72.8% (72.9%)	White categories combined 75.9% (76.4%)
White Other	57 (50)	3.1% (3.5%)	
Prefer not to say	12 (9)	0.6% (0.4%)	
Unknown & Blanks	242 (293)	13.3% (15.7%)	



Fewer "Unknown" or Blank responses by 2.4% means that the figures for 2025 are becoming more robust. The percentage of leavers who are from ethnic minority backgrounds are slightly higher than their representation in the workforce profile by 2.2%. Some of the groups are higher for leavers than the workforce representation and may need further investigation into the reasons where known. This will also be explored through the Social Care Workforce Race Equality Standard (SC-WRES) metric, to identify any similarities or patterns that may arise within the workforce turnover in social care posts. Largest group of leavers continues to be white, which is again in line with the representation in the workforce profile.

Disability Profile of Leavers – 2025

Information on previous data for 2024 is shown in brackets on the table below for comparison.

Leavers By Disability	Number of Disabled Leavers	% of Disabled Leavers	Number of Leavers who don't have a Disability	% of Non-Disabled Leavers	Number of Leavers who Prefer Not to Say	% of Leavers who Prefer Not to Say	Number of Blank Responses	% of Blank Responses
Total	112	6%	1423	78%	51	3%	237	13 %
	(100)	(5%)	(1700)	(91%)	(69)	(4%)	*0 (299)	*0% (17%)

Overall, the percentage of disabled people leaving the County Council is 6% which is slightly higher than 2024. This is also reflective of their representation in the workforce. Non-disabled leavers are 1% higher than the workforce profile. The percentage of leavers who have identified as Prefer Not to Say has decreased by 1%. The level of Blank/Unknown responses are now at 13% which has decreased by 4% in 2023. * There is an additional set of data within this disability information due to a variation in last year's data collection. The bracketed information is from 2023 not 2024 for comparison.

Religion or Belief of Leavers – 2025

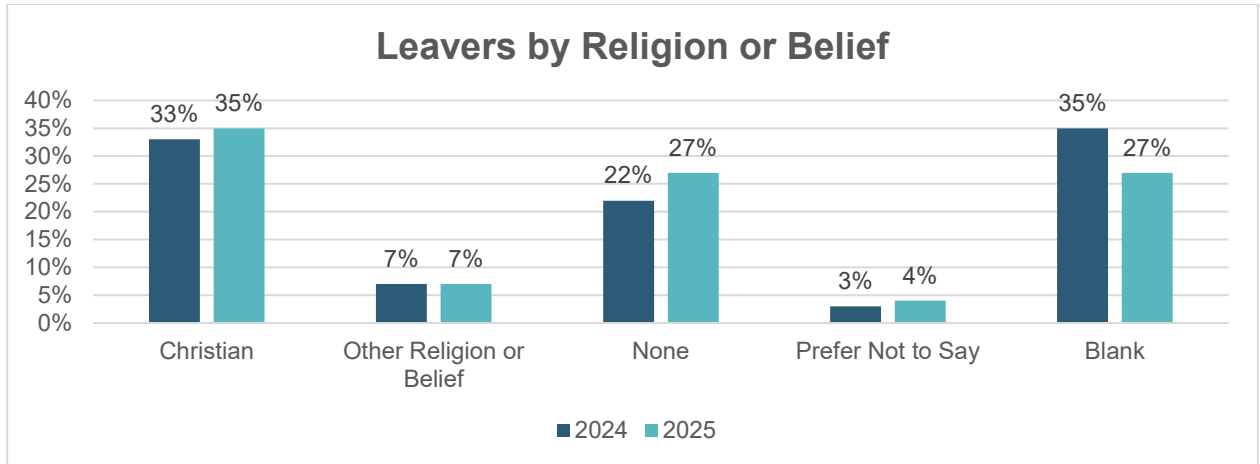
The information for 2024 is shown in brackets below the 2025 data collection.

Religion or Belief	Number of Leavers by Religion or Belief	Percentage of Leavers by Religion or Belief
Buddhist	5 (5)	0.3% (0.3%)



Christian	640 (612)	35.1% (32.7%)
Hindu	15 (11)	0.8% (0.6%)
Jewish	4 (1)	(0.2%) (<0.1%)
Muslim	83 (81)	4.5% (4.3%)
None	489 (419)	26.8% (22.4%)
Other Religious Belief	15 (15)	0.8% (0.8%)
Other Spiritual Belief	14 (16)	0.8% (0.9%)
Prefer Not to Say	68 (59)	3.7% (3.2%)
Sikh	6 (2)	0.3% (0.1)
Unknown	484 (646)	26.5% (34.6%)
Blank	0 (0)	0% (0%)
Total	1823 (1869)	

There are no significant changes in any religion however the level of unknowns has decreased by 8.1% to 26.5%. There are still a quarter of leavers not disclosing this PC therefore it is difficult to draw any significant conclusions from this data. Both the Christian and no religion have shown increases which is in line with the workforce overall.



Sexual Orientation Profile of Leavers – 2025

Figures and percentages for 2024 are shown in brackets.

Sexual Orientation	Numbers of Leavers	Percentage of Leavers
Bisexual	35	1.9%
	(36)	(1.9%)
Gay & Lesbian	35	1.9%
	(25)	(1.3%)
Heterosexual /Straight	1168	64%
	(1071)	(57.3%)
Prefer not to say	345	18.9%
	(326)	(17.4%)
Blank	240	13.2%
	(411)	(21.9%)
	1823	
	(1869)	

The level of Blanks responses does mean some caution needs to be used when reviewing this information and drawing any views from it although the level of these responses however has decreased by 8.7% this year. The number of employees providing information about their sexual orientation is still quite low so any number of

leavers, particularly in the Bisexual and Gay and Lesbian categories, does impact the figures. The percentage of leavers in both the Bisexual and Gay and Lesbian categories is in line with their representation in the workforce overall.

Applicant Monitoring

In 2025 there were 44,980 people who applied for roles within the organisation, 10,142 were interviewed and 3038 were appointed. The tables for Religion and Belief and Ethnicity show some groups combined for the protection of anonymity.

The table below presents the 2025 applicant monitoring data for the organisation, detailing the number of applicants, interviews, and appointments across various protected characteristics including sex, age, disability, sexual orientation, religion or belief, and ethnicity.

It shows percentage distributions for each category at application, interview, and hiring stages, highlighting demographic representation and outcomes within the recruitment process.

Protected Characteristic			
Sex	Application	Interviewed	Hired
Male	36%	27%	23%
Female	64%	71%	72%
Blank	0%	2%	5%
Age	Application	Interviewed	Hired
16-24	14%	10%	10%
25-39	42%	42%	38%
40-64	35%	46%	50%
65+	10%	2%	2%
Blank	0%	0%	0%
Disability	Application	Interviewed	Hired
Yes	7%	9%	7%

No	86%	81%	79%
Prefer Not to Say	4%	4%	4%
Blank	2%	6%	11%
Sexual Orientation	Application	Interviewed	Hired
Bisexual	4%	3%	3%
Gay/Lesbian	2%	3%	2%
Heterosexual/Straight	85%	81%	73%
Prefer Not to Say	7%	7%	8%
Blank	2%	6%	14%
Religion or Belief	Application	Interviewed	Hired
Christian	41%	42%	38%
None	30%	33%	33%
Muslim	15%	9%	7%
Hindu	4%	2%	1%
Other Religious or Spiritual Belief	3%	2%	4%
Prefer Not to Say	4%	4%	3%
Blank	3%	8%	14%
Ethnicity	Application	Interviewed	Hired
Asian	20%	13%	7%
Black	15%	9%	6%
Mixed/Multiple	3%	2%	2%
Other Ethnic Minorities	2%	1%	1%
White	53%	66%	70%

White Other	4%	3%	3%
Prefer Not to Say	1%	1%	1%
Blank	2%	5%	10%

Employment Related Equality Complaints

The management of complaints relating to discrimination brought by employees is included within the Grievance Procedure so is dealt with at Service level with no centralised information available. People Services centrally record complaints of harassment and recruitment and selection complaints brought by non-employees.

Information for 1 January - 31 December 2025 is contained in the table below.

January 2025 – December 2025

Employee or Non-Employee	Type of Complaint (Recruitment & Selection or Harassment)	Protected Characteristic(s) the Complaint Related To (if appropriate)	Outcome of Case
Employee	Harassment	Race; religion or belief	Being investigated under the Anti-harassment Policy and Procedure. Investigation ongoing.
Employee	Harassment	Age; marriage and civil partnership; sexual orientation	Dealt with under the Disciplinary Policy and Procedure. Action taken.
Employee	Harassment	Sex/sexual harassment	Dealt with under the Disciplinary Policy and Procedure. Complaint upheld. Action taken.
Employee	Harassment	Sex	Dealt with under the Disciplinary Policy and Procedure. Complaint upheld. Action taken.
Employee	Harassment	Religion or Belief	Being investigated under the Anti-harassment Policy and Procedure. Investigation ongoing.
Employee	Harassment	Race	Being investigated under the Grievance Policy and Procedure as part of a wider grievance. Investigation ongoing.
Employee	Harassment	Race	Being investigated under the Grievance Policy and Procedure as part of a wider grievance. Investigation ongoing.

The Grievance and Harassment Procedures were revised during 2020 which means that issues of Bullying have been separated from complaints of Harassment. Bullying allegations will be dealt with under Grievance arrangements whilst complaints of Harassment which relate to protected characteristics will continue to be dealt with under a separate, specific procedure. Our policies, training and communications have all been updated following the introduction of the Prevention of Sexual Harassment Regulations in October 2023.

Staff Survey

The staff survey was completed in Autumn 2025. Within the survey, gender included a separate category for gender same at birth which we don't include on our employee recording system.

The survey was sent out to all staff, excluding teachers and teaching staff. The format used for the previous year of sending out two surveys continued, as opposed to just the online methodology. This again was to include those employees that don't regularly use a computer or device in their work and those that do. There was a 40% response which was 11% lower than 2024 responses. Bullying, harassment, and abuse of employees continues to be identified as one of the top four priorities to focus on going forward.

Support for Care Experienced Young People

[Care leavers local offer - Lancashire County Council](#)

Equality Strategy incorporating the Equality Objectives

The Equality Strategy 2024-2028 which incorporated the Equality Objectives were approved by County Council's Cabinet in July 2024. Further details will be found here:

<https://intranet.ad.lancsccl.net/media/30854/corporate-equality-strategy-2024-2028.pdf>

Other Employment Related Activities

- A new Fairness, Equality & Inclusion framework was approved by cabinet in January 2026. This was part of a larger review of employment policies and guidance which is ongoing
- The County Council has four employee equality networks – the Forum of Asian, Black and Ethnic Employees (FABEE); Lesbian, Gay, Bisexual and Transgender (LGBTQ+) Employee Network, Disabled Workers Forum and Menopause Support Network. How the existing networks contribute to the work of the County Council, is currently being refreshed. The Networks provide support to staff, information via the intranet which includes webinars and consultation/advice services to the County Council.

- The County Council provides an Employee Assistance Programme for members of staff and their families/households to provide a wide range of online or telephone support
- The County Council continues to support its work on Project SEARCH which aims to help disabled young people – particularly those with autism or learning disabilities – gain practical skills to assist in gaining employment
- The County Council is a Foundation Living Wage Employer
- The County Council have been re-accredited as a Level 2 Disability Confident employer under the DWP scheme
- The Equality and Cohesion eLearning which all employees must undertake at least every 3 years, was updated in October 2025 and includes the changes arising from the Prevention of Sexual Harassment Regulations. For employees in Adult Services Directorate, an additional equality diversity and inclusion day is available as a facilitated group training session.
- The County Council has continued to take part in the re-launched Social Care Workforce Race Equality Standard (SC-WRES) and will be producing its next action plan in Spring 2026
- The organisation is supporting the 'Boys Need Bins' initiative and has placed suitable disposal units in male toilets.
- 'PROUD' awards - recognising and celebrating the achievements of Lancashire's Children Looked After and Care Experienced Young People
- Key Conversations and Policy Essentials training form part of the Managers Journey Programme which all People Managers are required to attend. They include elements around discussions about respectful but difficult conversations e.g Health & Conduct and dealing with reports of harassment or requests for reasonable adjustments.
- A series of briefings were held last Summer for managers, on the prevention of sexual harassment and information was provided to employees via the intranet alongside a requirement to undertake an eLearning course.

Participation

Several participation activities including those with young people, visually impaired people and people with learning disabilities, autism continue to be carried out over virtual platforms or in face-to-face formats.

Service Complaints

The County Council's complaints handling process is co-ordinated by the Complaints and Appeals Team in Governance Services. Processes relating to social care complaints are covered by specific statutory arrangements and timescales relating to dealing with both social care complaints about children's services and social care

complaints about adult services. A third procedure deals with complaints about other County Council services.

Information is not available for the protected characteristics of complainants under the non-statutory process. However, the Team do assist with complaints relating to allegations of discrimination by Services or by those acting on behalf of Services. All such complaints are fully investigated, and many resolved satisfactorily. Complaints can also result in changes being made or learning being taken forward into future actions/practice.

Fostering Good Relations/Community Cohesion

The County Council is a prominent partner in the Lancashire Strategic Hate Crime and Cohesion Group which brings together representatives from Lancashire Constabulary, the County Council, District and Unitary Councils, Lancashire Probation Service, the CPS and VCFS sector. Cohesion and Hate Crime are amongst the priorities within the Community Safety Agreement which is overseen by the Lancashire Community Safety Partnership Board.

The County Council's Cabinet approved in November 2024 the Lancashire Cohesion and Integration Strategy 2024-2028.

The County Council takes robust actions to meet its responsibilities under the Prevent Duty and other similar requirements. In October 2024 the Prevent Strategy was approved by Cabinet and will be updated in 2026. It is important we continue to safeguard our vulnerable individuals from all types of radicalisations, especially as in recent years there have been several convictions for anti-terror related offences which involved residents of Lancashire.

Menopause support for employees

We have gained accreditation for being a menopause friendly place to work and won a nationally recognised award for being the best trained workforce for menopause awareness. This was achieved by offering all our colleagues and managers a wide and varied package of support that includes: eLearning that showcases lived experience, in-person and on-line training to help colleagues manage the symptoms of menopause and monthly lunch and learn sessions that focus on a different aspect of menopause and give an opportunity for peer support. We also hold webinars with specialist guest speakers and senior leaders to encourage a culture where colleagues feel empowered to ask for help if they are struggling.

Domestic Abuse

A new domestic abuse support service has been launched for people in Lancashire who are currently experiencing or have experienced domestic abuse, including specialist support for children and young people.

The Domestic Abuse Support Service Lancashire (DASSL) is a partnership between several specialist domestic abuse services in Lancashire and is led by SafeNet.

The service is open for referrals 24 hours a day, 365 days a year, with a dedicated referral helpline.

Lancashire County Council has commissioned the service to meet its statutory duty to provide support in safe accommodation and outreach services for victim-survivors of domestic abuse and their children.

The Domestic Abuse Support Service Lancashire (DASSL) partners are experienced in delivering trauma informed specialist support for victim-survivors of different ethnic backgrounds, LGBTQ+ communities, male victim-survivors and specific support for children and young people who experience or witness domestic abuse.

The new service is able to support victim-survivors with additional physical and sensory needs and those with multiple complex needs in flexible safe accommodation and through the community outreach service.

Recommendations

What We Said We Would Do Last Year, What Happened and What Next

Some of the actions identified in last year's document are listed below with an update:

- Improve the data available by protected characteristics for the workforce and job applicants. This is continuing although significant progress has been made by encouraging employees to have confidence to complete their personal data and thus improving the data available by protected characteristics for the workforce and job applicants. By having more comprehensive information available this will enable a clearer picture and a stronger evidence base about the workforce of the County Council and its representation within Lancashire
- Further analysis of leavers data was explored to analyse patterns, trends, and reasons for leaving in 2025. This is an ongoing process and a priority for 2026
- Building upon the actions highlighted in our SC-WRES action plans, this has led to improved areas of work with colleagues across the organisation at many levels. This has included new information being added to mandatory staff training modules on both Personal Safety and Equality & Cohesion, to raise awareness amongst all staff, of what to do if they experience, harassment, bullying or abuse or if it is reported to them as managers. Additional monitoring questions have been added to highlight protected characteristic information on the health and safety accident and incident reporting system.

Considering the findings from the staff survey, a higher profile has been given to exploring the levels of reported Abuse, Bullying and Harassment from members of the public, colleagues and managers.

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