Bracknell Forest Council

Annual Workforce Equality Report 2022

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Introduction

Bracknell Forest Council aspires to be an Employer of Choice and live its values of Inclusive, Ambitious and Always Learning. Under the Equality Act 2010 Bracknell Forest Council (BFC) also has a legal duty to advance equality of opportunity, eliminate unlawful discrimination and promote good relations between people. Part of this legal duty is to report annually on its workforce composition.

To assist us in undertaking these duties, we review relevant information and data to recognise areas of strength and identify areas for improvement. We then work with relevant Officers, Equalities Groups, and staff around the Authority to develop necessary actions and monitor performance.

Our aim is for the Council's workforce to reflect the composition of the local population to ensure it is representative of the community we serve, thereby helping to ensure that appropriate services are provided to all our citizens.

We wish to celebrate diversity and ensure everyone is treated fairly and with dignity and respect. A programme of activity is underway and progressing well, progress is noted here as well as recommendations to keep improving.

Local Demographics

As a major local employer, it is important to work towards a situation where the Council's workforce broadly reflects the make-up of its local community. The demographic make-up of Bracknell Forest has changed.

New Census information was published in April 2022 and where it is available, we will use this updated dataset for comparisons with the council's workforce.

Gender
Throughout this report gender will be categorised as; Male, Female, Unknown based on the sensitive information completed by the employee.

The 2021 Census information shows Bracknell Forest as having the following Gender Profile.

Local Population 2021

- 49% Male
- 51% Female
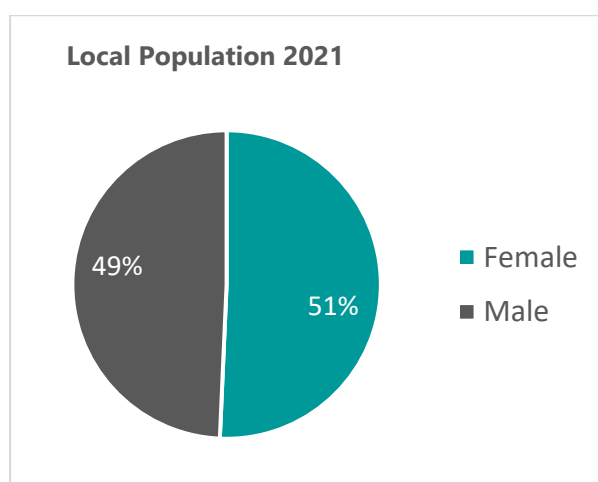
Female	Male
50.7%	49.3%

Age Profile
The 2021 Census information gives the following age profile for Bracknell Forest.

Local Population 2021
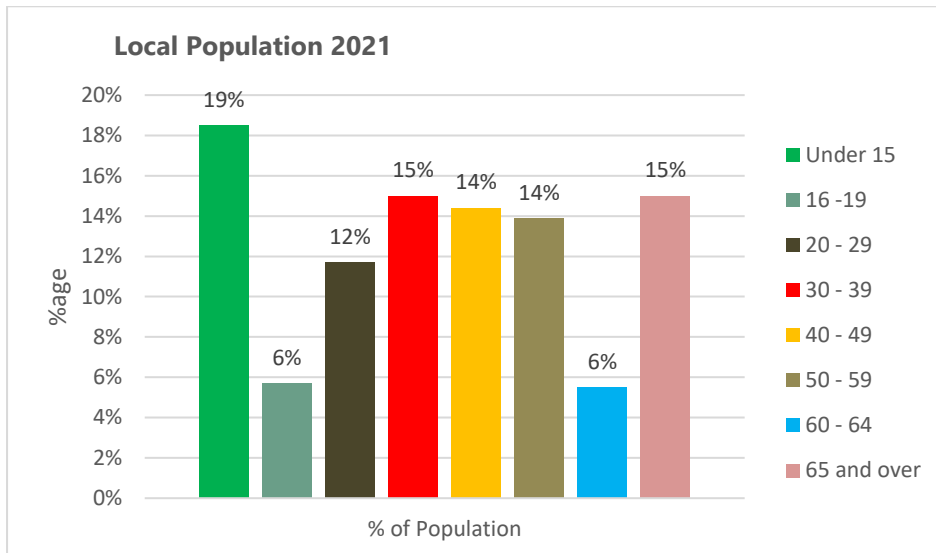
Age Band	% Of Population
Under 15	18.5%
16 -19	5.7%
20 - 29	11.7%
30 - 39	15%
40 - 49	14.4%
50 - 59	13.9%
60 - 64	5.5%
65 and over	15%

Last year we reported the estimate for Over 65s in 2026 would be 16.3%. From the Census 2021 results this seems like a very sound estimate.

Disability

Local Population 2011
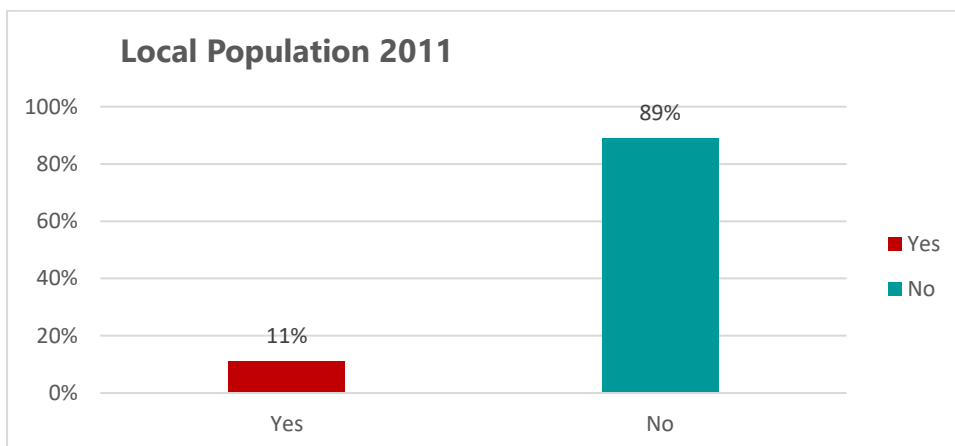
The local population has 11% registered disabled, though this is from the 2011 Census, so awaiting results from 2021 Census.

Ethnic Origin

Local population 2011

Throughout this report we will use the acronym of BAME for analysis purposes. However, we do recognise this group is made up of different ethnic groups and we analyse these in more detail later.
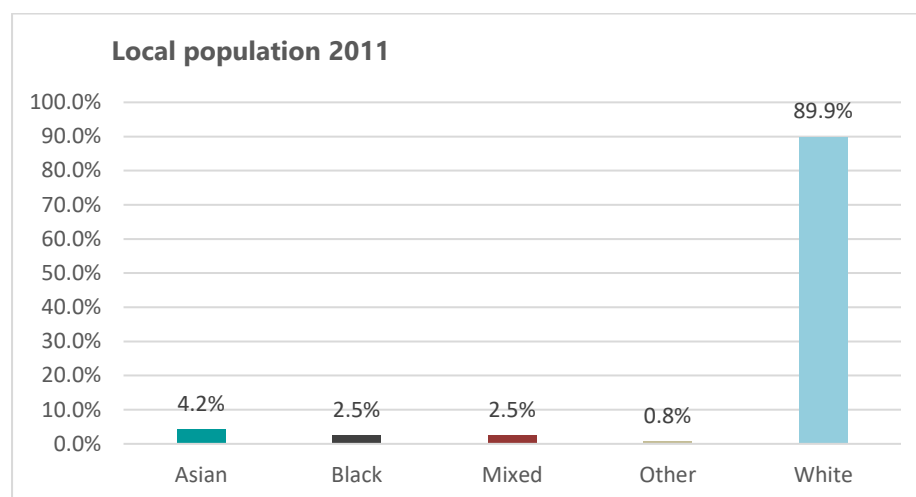
The 2011 Census data on ethnic origin and religion is the latest available data as the Office for National Statistics has not yet published the data relating to these areas from the 2021 Census. As this data is now 11 years old caution must be taken when comparing to data 11 years old and therefore need to review alongside the 2021 schools' census to give a more accurate picture.

Ethnic Origin	2011 local population	2011 nationally (England)	BFC Staff 2022
White	89.9%	84.9%	80.4%
Black	2.5%	3.5%	4.5%
Asian	4.2%	8%	4.7%
Mixed	2.5%	1.8%	1.4%
Other	0.8%	1.9%	0.4%

The 2011 Census showed 12.3% of the South East's population belonging to minority ethnic groups withing Bracknell Forest's population in 2011 this was 10%, which is slightly lower than the figure for the Southeast.

The current figure for Bracknell Forest Council is 11% from a BAME (Black Asian Minority Ethnic) background.

The 2021 schools census information published in January 2022 shows nationally 26% of pupils from an ethnic minority background, it is clear from this figure that once the results from the 2021 census are published for ethnicity that we could see a large increase in our local population compared to the previous results.

Religion

Religion Local Population 2011
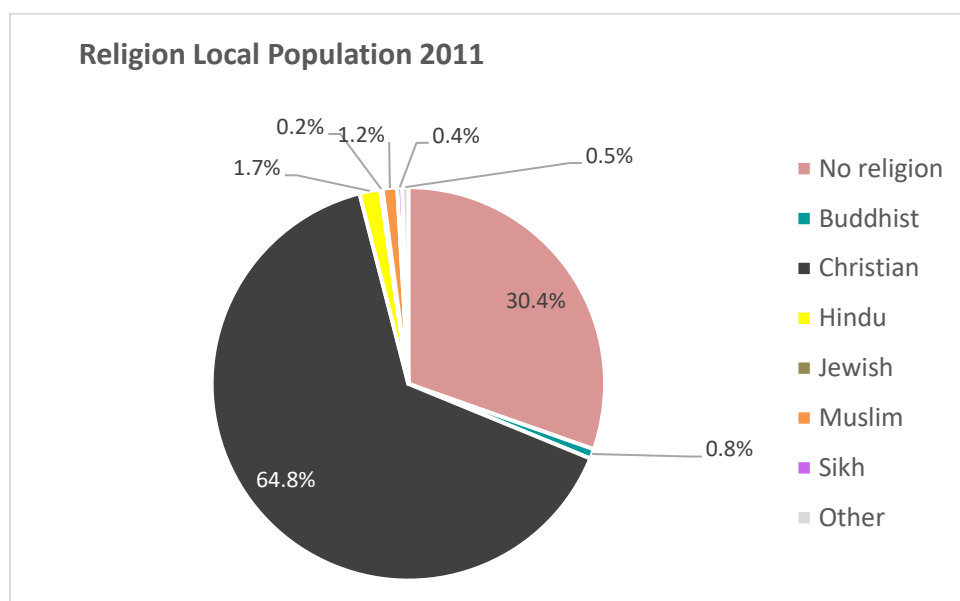
Religion	2011 % of local population	2011 nationally (England)	BFC Staff 2022
No religion	30.4%*	32.8%*	29%
Buddhist	0.8%	0.5%	0.2%
Christian	64.8%	56.6%	45.9%
Hindu	1.7%	1.7%	1.4%
Jewish	0.2%	0.5%	0.4%
Muslim	1.2%	5.6%	1.4%
Sikh	0.4%	0.7%	1.2%
Other	0.5%	1.5%	2.6%

* The national figures show "None" and "Not provided" as one large group whereas for BFC we split these out.

2011 Census data shows a dramatic change in the religion/beliefs of the Borough with an increase from 19.4% in 2001 to 30.4% in 2011 stating they have no religion.

This corresponds to a similar sized reduction in the number of people who recorded their religion as Christian. The Bracknell Forest area would seem to be less diverse in terms of major declared faiths than the national picture. The main difference with 2011 national patterns was in the relatively small size of the Borough's Muslim population; 1.2%, BFC staff 1.4% compared with 5.6% nationally although our Sikh population is above the national and local figures.

Sexual Orientation

There is no information on sexual orientation from the 2011 Census. This information will be available once Census 2021 is published.

Education and NEET

Figures from the Bracknell Forest LA Insight Dashboard 2022

		Bracknell Forest				
		2018	2019	2020	2021	Trend
Participation	Apprenticeship starts (Under 19s)	205	187	124	106	
	Apprenticeship achievements (Under 19s)^	149	103	85	67	
	16 and 17 year olds who are NEET or not known activity †	24.0%	9.5%	4.6%	3.6%	
	NEET	2.8%	2.5%	2.3%	2.4%	
	Not known activity	21.1%	7.0%	2.3%	1.3%	
	16 year olds in education and training †	86%	95%	94%	96%	
	Male	85%	93%	91%	95%	
	Female	88%	96%	96%	97%	
	17 year olds in education and training †	60%	84%	89%	89%	
	Male	55%	83%	86%	87%	
	Female	65%	85%	91%	92%	

Local insight shows that if we wish to employ staff under 18 years old, the majority are still in education and training at 96% for 16-year-olds and 89% for 17-year-olds.

Data Analytic Elements

Human Resources collect a range of data on the workforce. This report covers permanent and temporary staff employed by BFC excluding schools (1166 employees), with criteria: -

- Staff in post on 31st March 2022
- New Starters between 1st April 21 and 31st March 22
- Leavers between 1st April 21 and 31st March 22
- Staff who attended training events from 1st April 21 to 31st March 22
- BAME includes Black, Asian, Mixed and Other. We use this acronym for analysis purposes, but we recognise and evaluate each individual ethnic origin.

For some indicators, because of the small numbers in the comparator group, a slight increase or decrease in the head count can have a disproportionate effect. Where numbers are small, the actual numbers are sometimes quoted as the percentages can be deceptive when applied to small groups.

Information on disability, ethnicity, religion/belief, and sexual orientation is collected by self-declared returns from employees and candidates and, as there is no compulsion to return this information, some choose not to (or return selected information only). This data is recorded on iWorks which staff are periodically asked to check and update.

The Training course information relates to internal courses booked or recorded on iWorks. However, there are a few other types of learning which are open to all staff which are not included within these figures. It is assumed that managers and staff access these where

required. The statistics relate solely to the training places taken up on Council run courses and it should be noted that the same person undertaking more than one training event will therefore appear in the statistics more than once. The level of attendance at directly booked "off the job" training courses tends to reduce with the popularity of other types of learning – for example e-learning and other learning interventions.
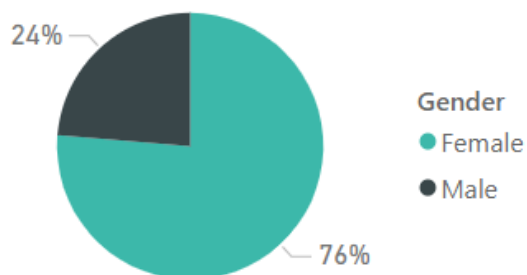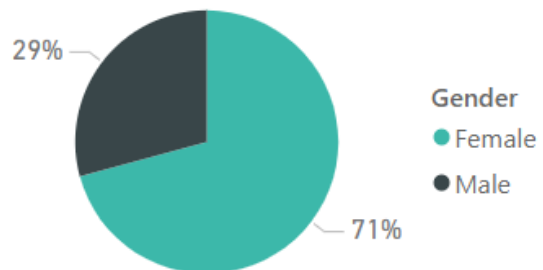
Gender
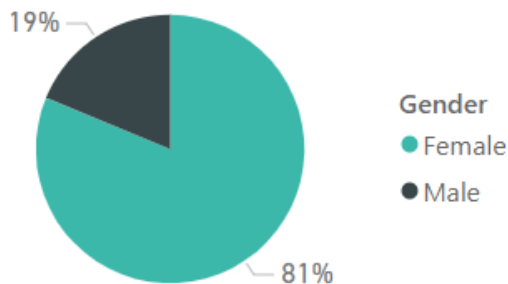
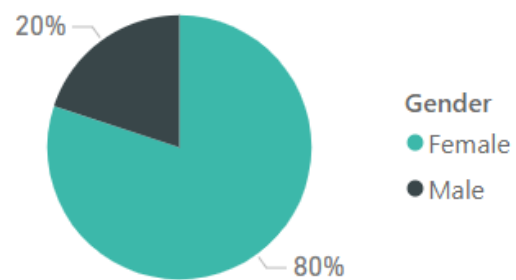**Local Population**
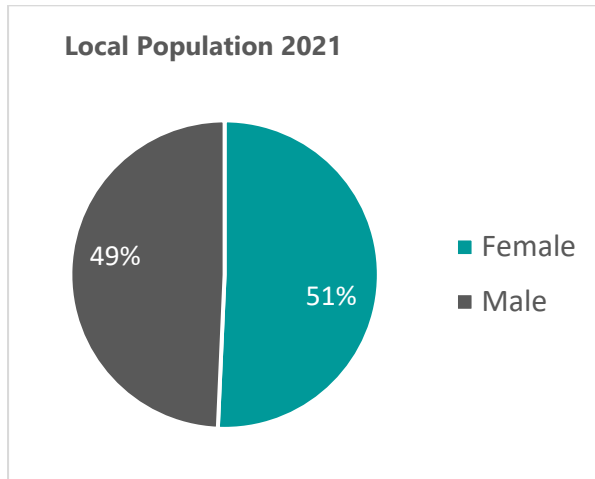
BFC
Staff in Post as at 31 March 2022

Leaver Gender BFC

Training Gender BFC

From the graphs above, we can see that whilst the Borough has an equal split between workers who report a gender, within the Council over 76% of the workforce is female and 24% are male. This is a 7.5% increase in males, since 2021 (16.5%).

Reasons for this disparity between genders could be:

- Occupational segregation whereby roles which are traditionally carried out by males are in shorter supply within the Bracknell Forest workforce, especially with the outsourcing of some of our contracted services which are traditionally male dominated such as waste and recycling and the prevalence of roles which are traditionally occupied by females within the Council. For example, a Guardian report on the drive to get more men into social work in 2019 identified that males only make up 18% of social care workforce
- The flexible working practices which the council offer is likely to appeal to females who research shows are more likely to carry out caring responsibilities.
- Part-time working is undertaken by more females than males. Within Bracknell Forest currently 27.01% of females work part-time compared to 2.98% of males.

As an organisation we need to look at how we can encourage applications from males when carrying out recruitment advertising, especially in roles which are traditionally filled by females such as social workers, care work and administration. This could include reviewing JDs so that the wording is more attractive to males in these areas and placing recruitment adverts in areas which are more male orientated. In addition, more analysis is needed on identifying the number of males v females applying for roles to identify if we are more likely to appoint males or females in general and in particular roles. Interview panels need to reflect diversity and be made up of a mixture of genders and ethnicity.

However, it should be noted that the charts above do show that during 21-22 we had a slightly higher percentage of male starters and a slightly lower percentage of male leavers compared to 2021, which is a positive improvement.

Directorate Information

Staff Gender by Directorate
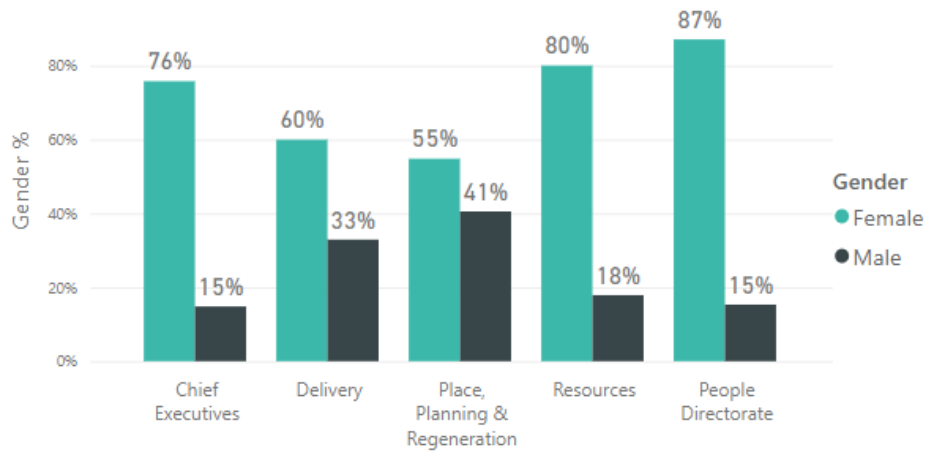
Starters Gender Directorate
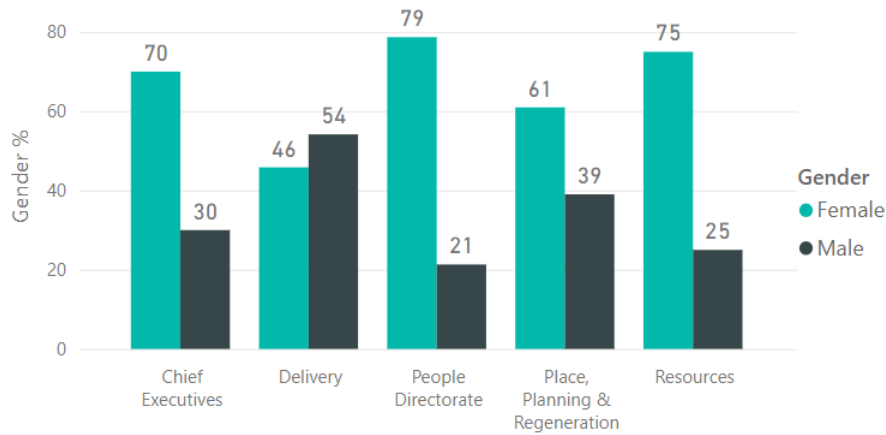
Leaver Gender Directorate
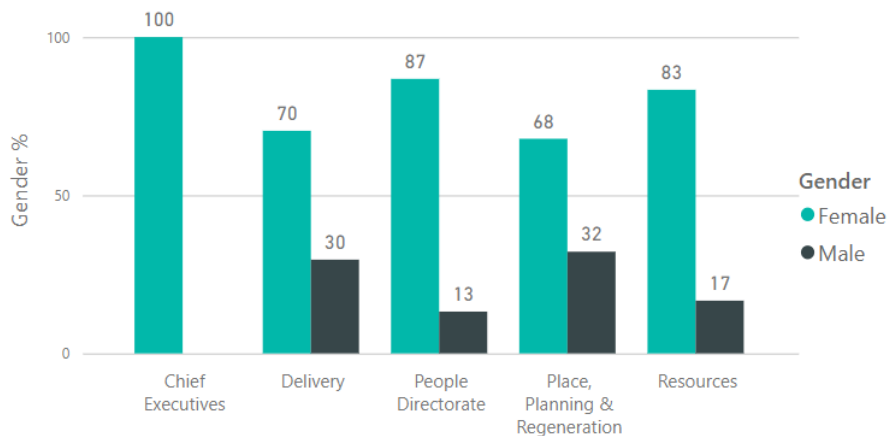
Male/Female split shown as a percentage.

As would be expected, due to the prevalence of female workers in the organisation, across the Directorates the percentage of female leavers is higher than male leavers.

An analysis of leaving reasons shows that 85% of the males that left through the year did so voluntary compared to 91% of females. The top three reasons by gender are: -

Males	Females
Another Local Authority (30.3%)	Personal Reasons (29.1%)
Private Company (24.2%)	Another Local Authority (22%)
Personal Reasons (18.2%)	Private Company (16.7%)

For the senior graded females the reasons for leaving were: "Another local authority", "end of contract" and "None given".

It is recommended that the leaver process is revised to gather more information on reasons for leaving. These findings could then be used for both recruitment and retention initiatives in a competitive labour market.

Salaries across Gender Profile (as % of entire workforce)
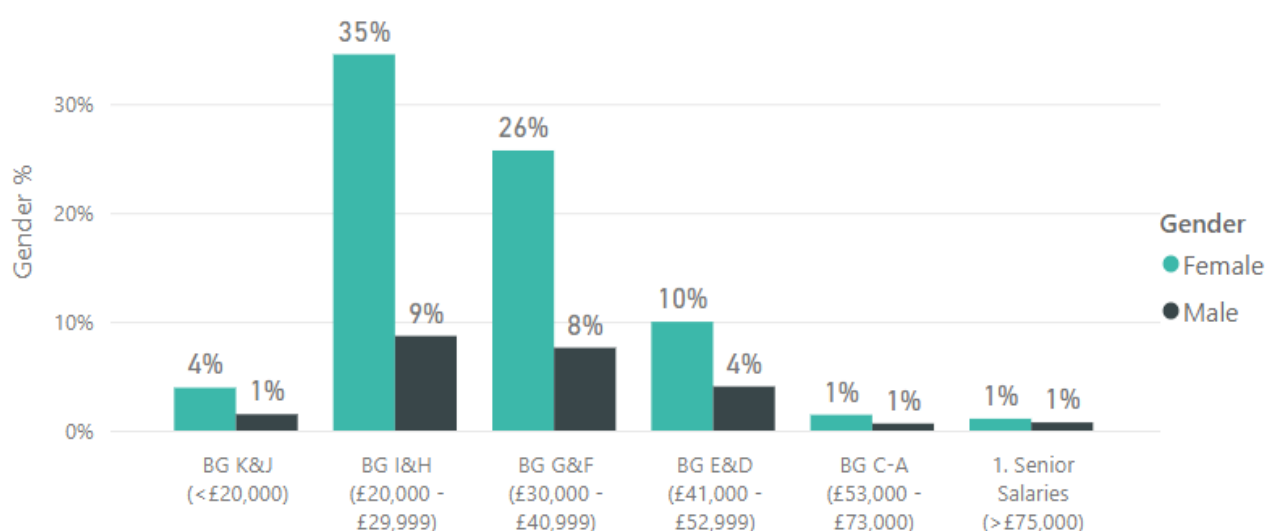
Salaries across Gender Profile (as % of entire workforce)

| Salary Group	Female	Male	Total
BG K&J (<£20,000)	3.94%	1.50%	**5.43%**
BG I&H (£20,000 - £29,999)	34.55%	8.69%	**43.25%**
BG G&F (£30,000 - £40,999)	25.72%	7.61%	**33.34%**
BG E&D (£41,000 - £52,999)	9.99%	4.05%	**14.04%**
BG C-A (£53,000 - £73,000)	1.45%	0.65%	**2.10%**
1. Senior Salaries (>£75,000)	1.09%	0.75%	**1.84%**
Total	**76.75%**	**23.25%**	**100.00%**

Salaries across Gender Profile (as % of gender within each salary band)
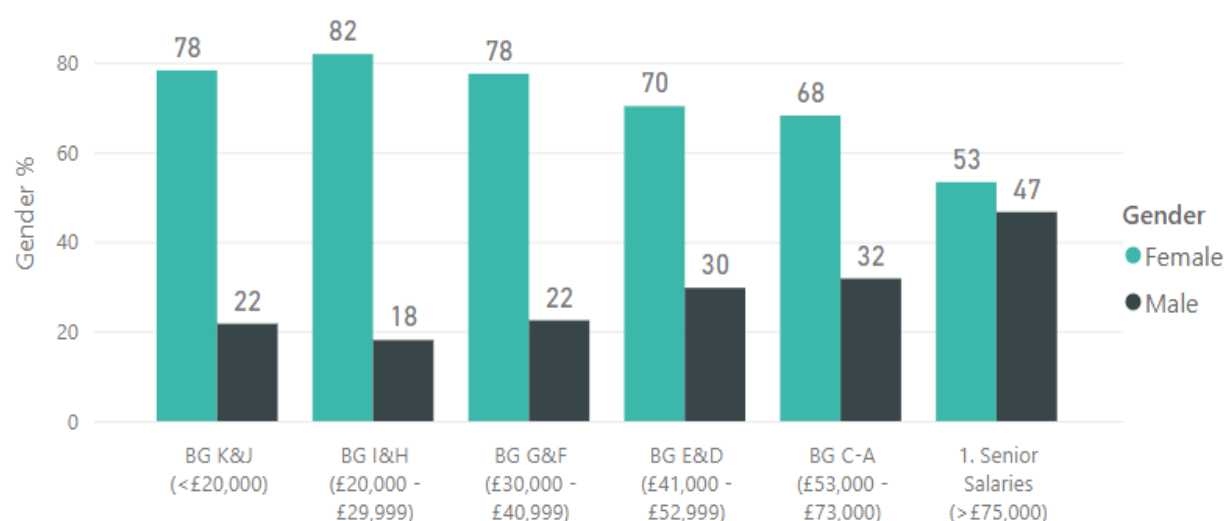
Salaries across Gender Profile (as % of staff in each pay band)

Salary Group	Female	Male
BG K&J (<£20,000)	78.26	21.74
BG I&H (£20,000 - £29,999)	81.91	18.09
BG G&F (£30,000 - £40,999)	77.51	22.49
BG E&D (£41,000 - £52,999)	70.27	29.73
BG C-A (£53,000 - £73,000)	68.18	31.82
1. Senior Salaries (>£75,000)	53.33	46.67
Total	**77.53**	**22.47**

The salary profile appears to show a consistent level of men achieving each salary range, while there is a skew for women to occupy lower salary ranges, which is similar to the national picture.

The CIPD's Gender Pay Gap viewpoint, states that reasons for the gender pay gap are complex and inter-related and include economic, cultural, societal, and educational factors, such as:

- A lack of flexible working options
- Women being the main providers of unpaid caring responsibilities
- Occupational segregation
- The undervaluing of women's work
- Pay discrimination

Their research also shows that if a woman either leaves the labour market altogether for even a short period of time, or continues to work, but on a reduced hours' basis, she's more likely to be in a low-paid and low-skilled job, and to remain there throughout her working life.

If we look back at the number of part-time workers who are male v female is should be noted that there are no part-time workers at Assistant Director level or above within Bracknell

Forest working significantly reduced working weeks, although there are several examples of females working compressed hours.

It is recommended that the issues of advocating for part-time workers in senior positions (both male and female) and career progression for females after career breaks are explored in greater depth and plans put in place to address these.

Gender Profile - Last 4 Years

Year	Male	Female
2019	25%	75%
2020	23%	77%
2021	22%	78%
2022	23%	77%

Starters Gender Profile - Last 4 Years

Year	Male	Female
2019	35%	65%
2020	19%	73%
2021	17%	83%
2022	29%	71%

Leavers Gender Profile - Last 4 Years

Year	Male	Female
2019	30%	71%
2020	38%	62%
2021	28%	72%
2022	19%	81%
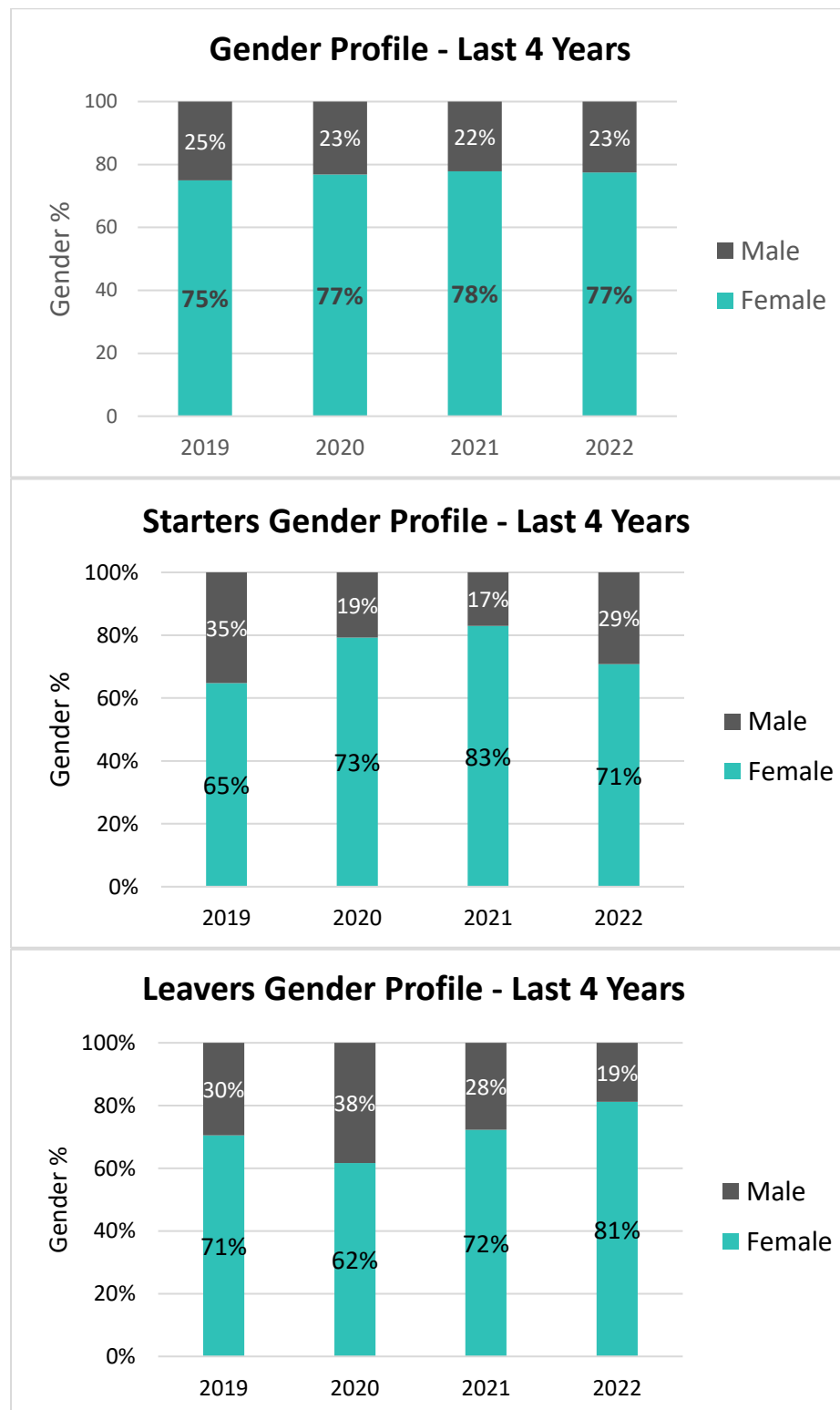
The trend in recent years of a greater percent of male leavers compared to the workforce has changed in the past year, now can see more females leaving than men and a higher number of male joiners. We will continue to review next year to check if this trend continues to improve the balance of our workforce gender.

Details of our gender pay gap can be found further on in this report.

Age

Local Population
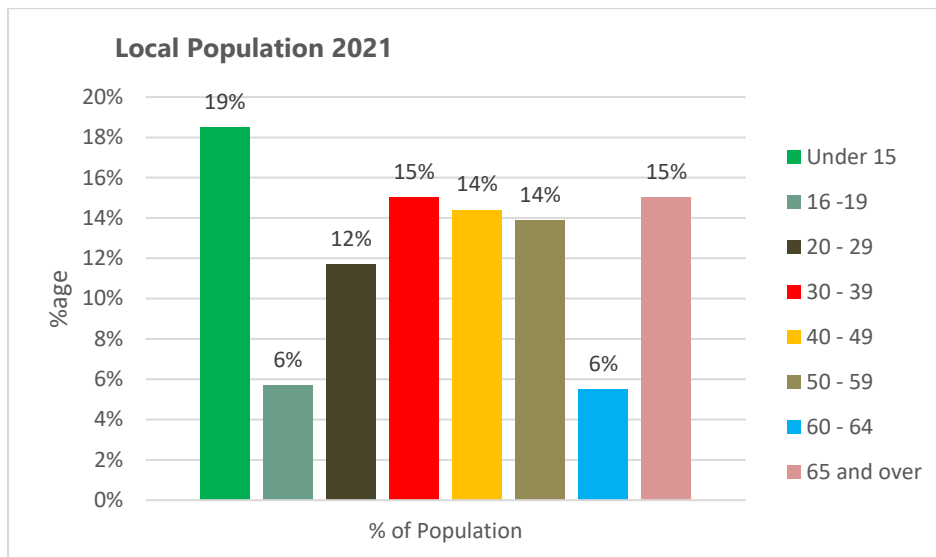
BFC

Staff Age BFC
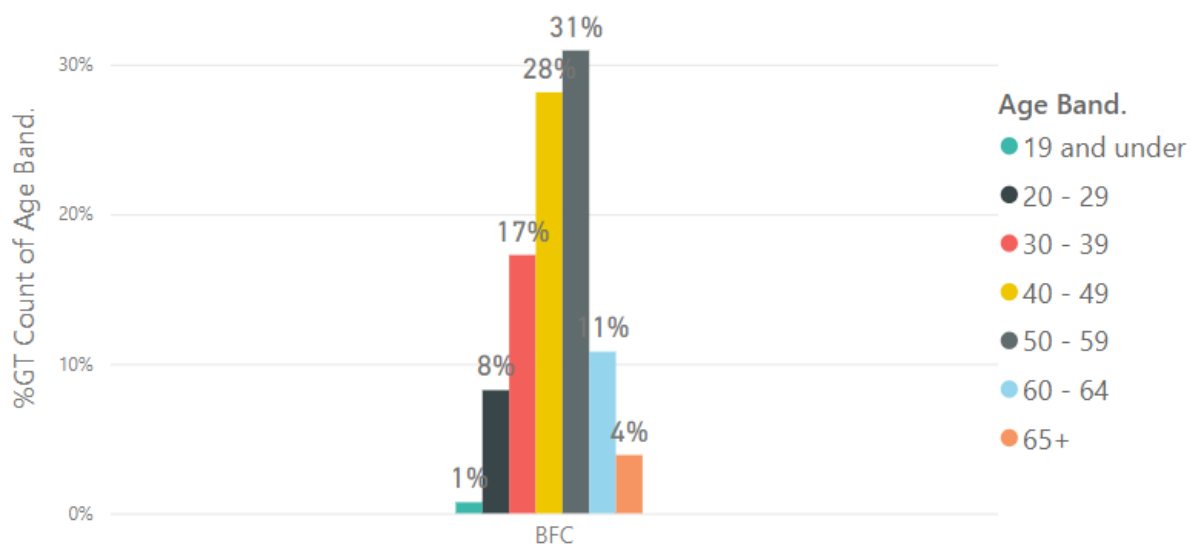
BFC category	19 and under	20-29	30-39	40-49	50-59	60-64	65+
Staff %	0.73	8.23	17.27	28.14	30.93	10.80	3.89

Starters Age BFC
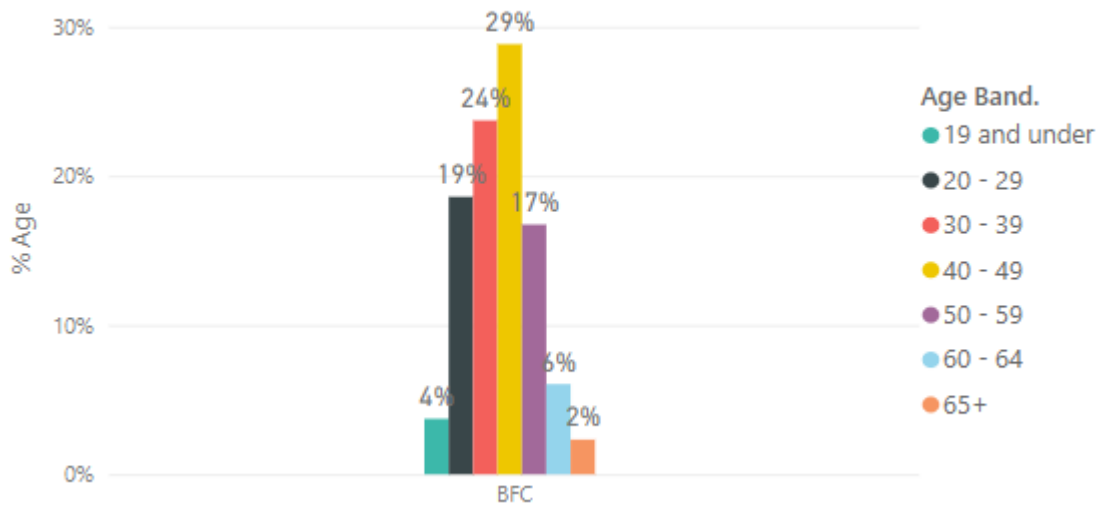
BFC category	19 and under	20-29	30-39	40-49	50-59	60-64	65+
Starters %	3.72	18.6	23.72	28.84	16.74	6.05	2.33

Leavers Age BFC
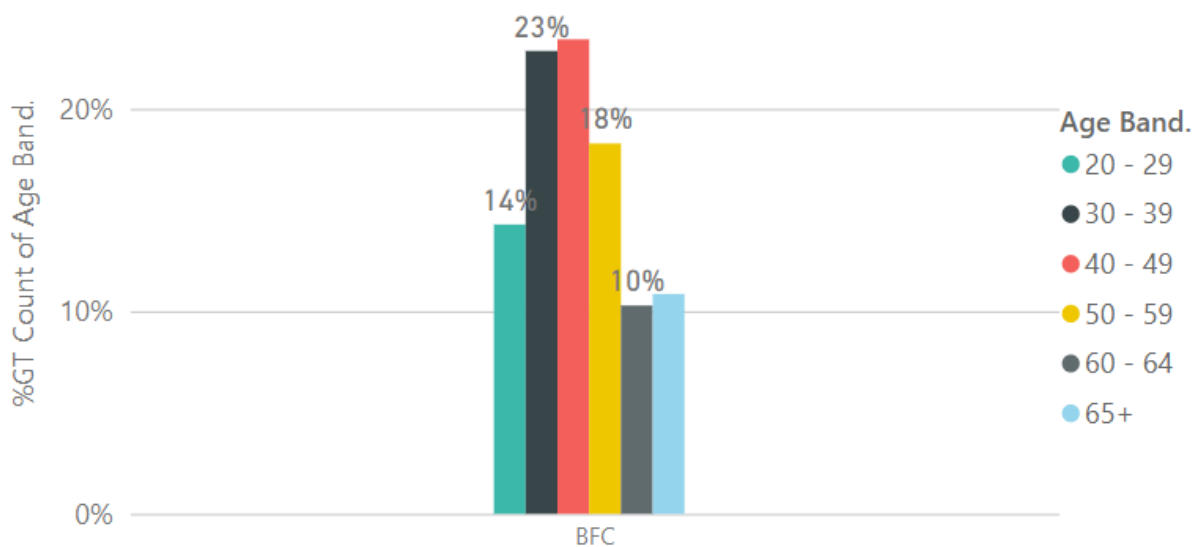
BFC category	19 and under	20-29	30-39	40-49	50-59	60-64	65+
Leavers %	0	14.29	22.86	23.43	18.29	10.29	10.86

Training Age BFC
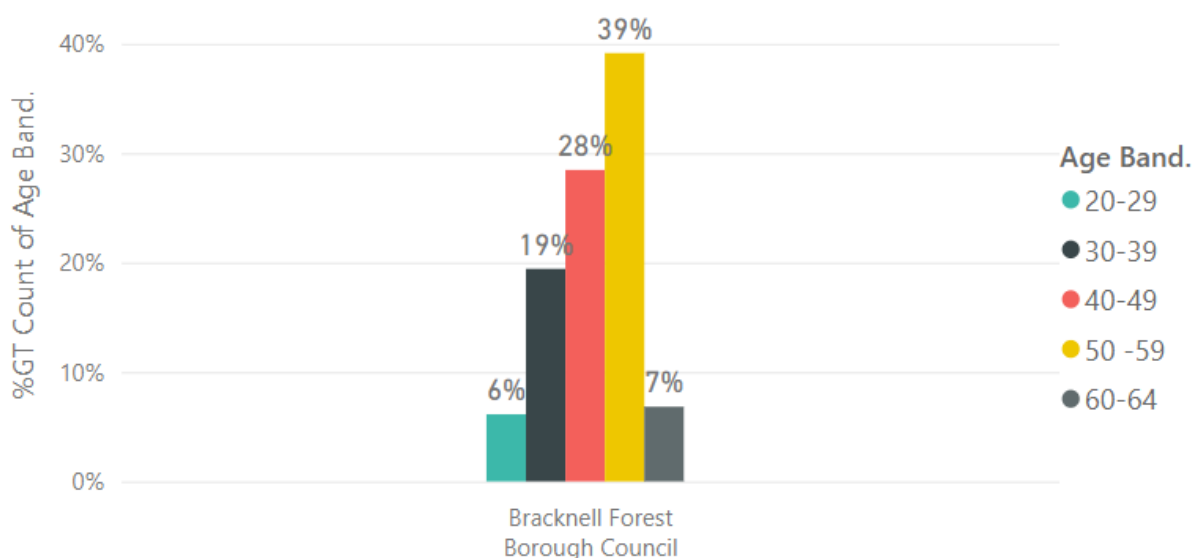
BFC category	19 and under	20-29	30-39	40-49	50-59	60-64	65+
Training %	0	6.13	19.43	28.46	39.15	6.83	0

The vast majority of 65+ leavers (87%) is due to retirement, for 60-64 this was 55% of the reasons for leaving.

The Census 2021 shows there were 5.7% at age 16-19, BFC is less than 1%. Although as you can see from the numbers of NEET in borough, the age group we would likely have employable staff is the 18–19-year-olds as the 16-year-olds (96%) and 17-year-olds (89%) are more likely in Education and training.

Local insight shows that if we wish to employ staff under 18 years old, the majority are still in education and training at 96% for 16-year-olds and 89% for 17-year-olds.

There was an increase in group "19 and under" and "20 – 29" but these groups do not appear to be taking up training.

There is an ageing workforce as we do have a skew to higher proportion in the higher age bands. Though marginally the 60+ has decreased slightly in the past year.

Directorate Information

Staff Age Directorate

Starters Age Directorate

Leavers Age Directorate

Leavers Age Directorate

% Age

Age Band.
- 20 - 29
- 30 - 39
- 40 - 49
- 50 - 59
- 60 - 64
- 65+

16.00%
15% · 13.71%
10.86%
10%
8.00%
6.86%
5.14%
4.57%
5% · 3.43% · 4.00%
2.29% 2.29% · 2.86%
1.71% · 1.14% · 0.57%
0%

People Directorate | Place, Planning & Regeneration | Delivery | Resources | Chief Executives
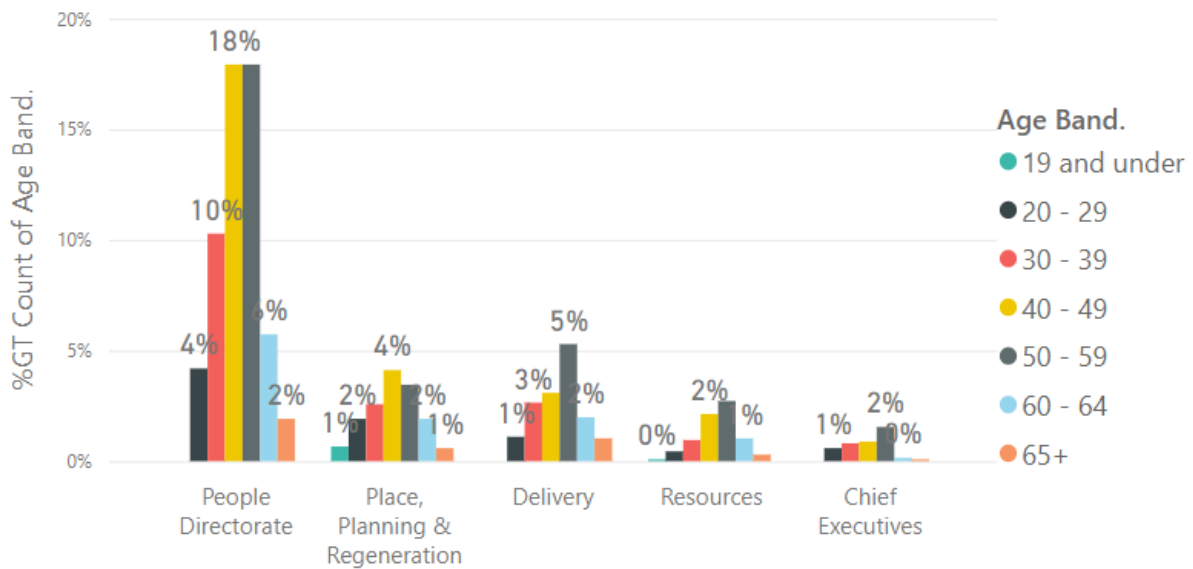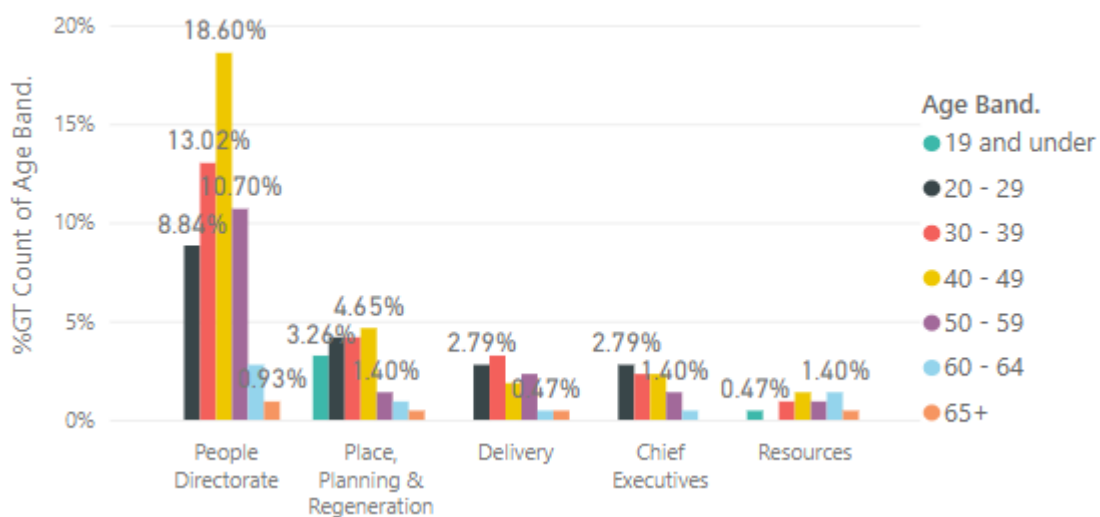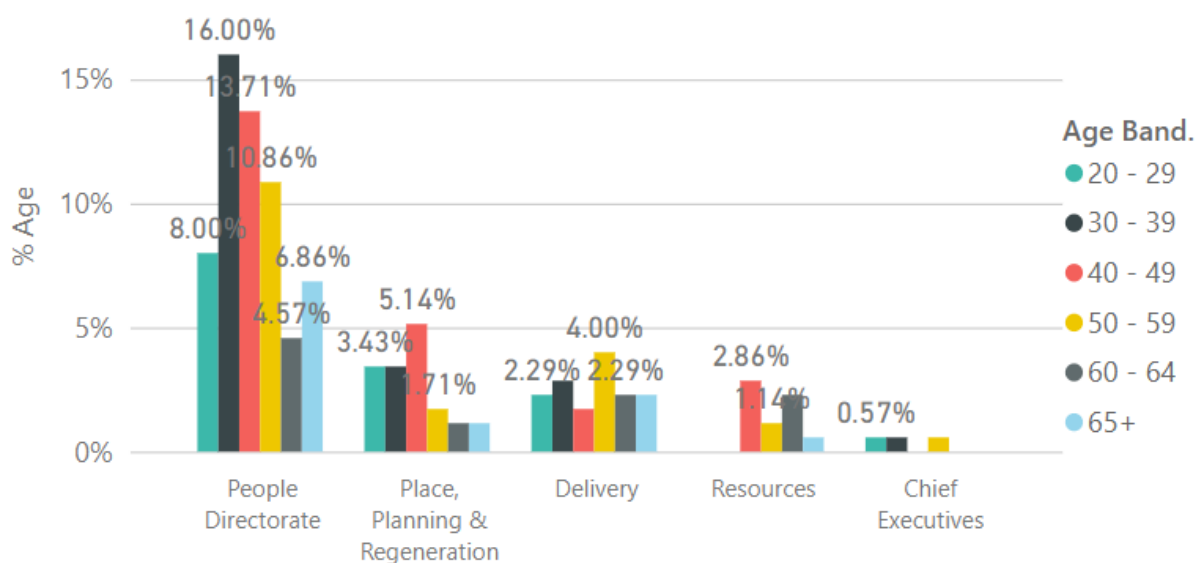
In terms of staff group the Directorate which appears to have the best spread of ages is PPR, who actually took on a large group of Aged 19 and under with no leavers from this age group.

Voluntary and Involuntary Leavers

Involuntary leavers across the council were for the majority due to end of fixed term contract, see graph showing involuntary leavers.

Involuntary Leavers Reasons

8
7 · 7
6
5
4 · 4
3 · 3 · Plot Area
2
1 · 1 · 1 · 1
0

Death in Service | Dismissal Capability | Dismissal Ill Health | End of Fixed Term Contract | Failed Probation | Redundancy

■ Staff numbers   ■ Ethnic Origin

Analysis of involuntary leavers ethnic origin and age group

Reason for leaving	Staff numbers	Ethnic Origin	Age Group
Death in Service	3	White British	60 - 64 50 - 59 40 - 49
Dismissal Capability	1	White British	20 - 29
Dismissal Ill Health	1	White British	60 - 64
End of Fixed Term Contract	7	White British x2 Asian - Pakistani Black - African Unknown x3	60 - 64 40 - 49 x2 20 - 29 x4
Failed Probation	1	White - Other	40 - 49
Redundancy	4	White British x3 White - Other	65+ 40 - 49 x2 20 - 29 x4

The profile of Voluntary and Involuntary Leavers across the age bands is shown below. There is a skew towards the lower age bands for voluntary leavers, which could possibly be attributed to career progression. Again more data needs to be collected to understand the reasons for leaving. If this research demonstrates that career progression is a primary factor then we will need to look at ways of promoting training (using the apprenticeship levy wherever possible) to develop our existing staff and promote career progression from within

The number of voluntary leavers once you hit age 55 is consistent which could signify that staff may be retiring earlier. There will be a trend to review in future reports.
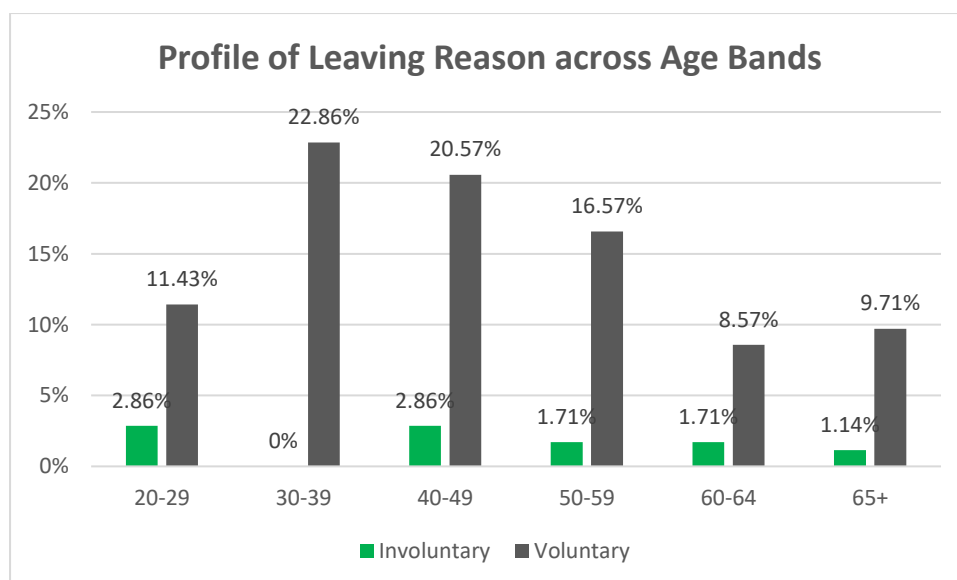
There are more involuntary leavers in the 20-29 age group than other groups, so reducing the numbers of younger workforce.

Leavers Age Band %

Age Band	%
19 and under	0.33%
20-29	5.90%
30-39	18.69%
40-49	27.38%
50-54	18.74%
55-59	18.92%
60-64	6.57%
65+	3.48%
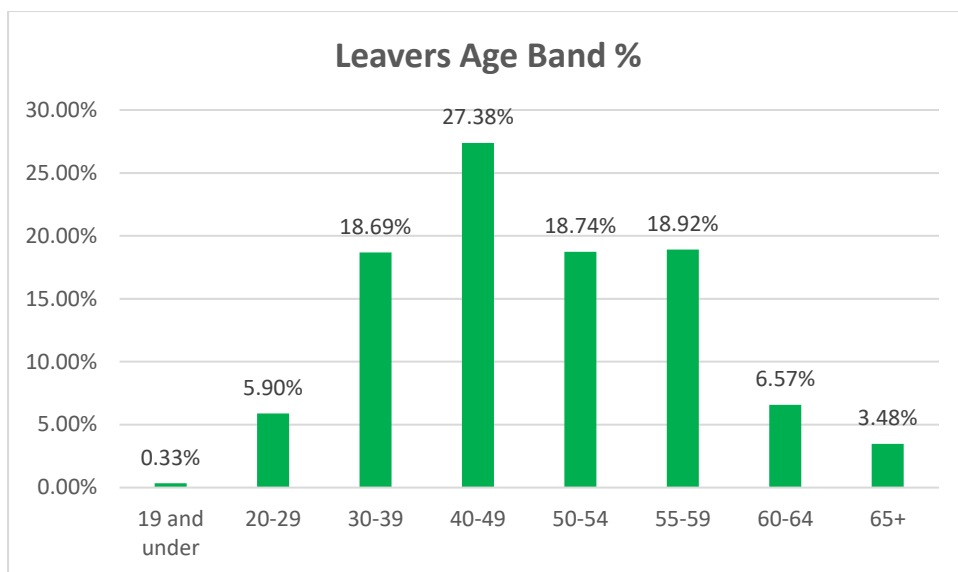
The highest percent of leavers overall came from 40-49 age group.

Salaries across Age Bands as % of entire workforce
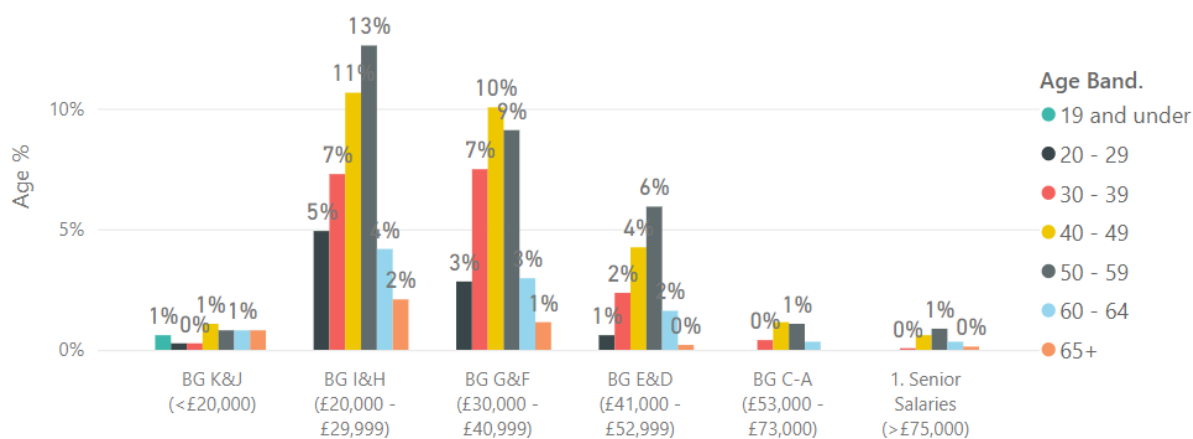
Salary Group	19 and under	20 - 29	30 - 39	40 - 49	50 - 59	60 - 64	65+	Total
BG K&J (<£20,000)	0.61%	0.27%	0.27%	1.08%	0.81%	0.81%	0.81%	**4.66%**
BG I&H (£20,000 - £29,999)		4.93%	7.29%	10.66%	12.62%	4.18%	2.09%	**41.77%**
BG G&F (£30,000 - £40,999)		2.83%	7.49%	10.05%	9.11%	2.97%	1.15%	**33.60%**
BG E&D (£41,000 - £52,999)		0.61%	2.36%	4.25%	5.94%	1.62%	0.20%	**14.98%**
BG C-A (£53,000 - £73,000)			0.40%	1.15%	1.08%	0.34%		**2.97%**
1. Senior Salaries (>£75,000)			0.07%	0.61%	0.88%	0.34%	0.13%	**2.02%**
Total	**0.61%**	**8.64%**	**17.88%**	**27.80%**	**30.43%**	**10.26%**	**4.39%**	**100.00%**

Salaries across Age Profile (as % of staff in each pay band)
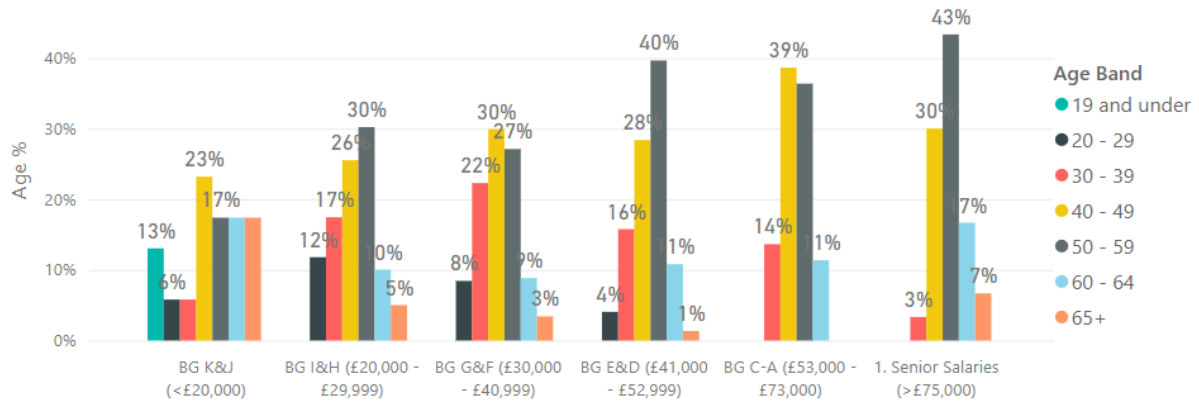
Salary Group	19 and under	20 - 29	30 - 39	40 - 49	50 - 59	60 - 64	65+	Total
BG K&J (<£20,000)	13.04%	5.80%	5.80%	23.19%	17.39%	17.39%	17.39%	**100.00%**
BG I&H (£20,000 - £29,999)		11.79%	17.45%	25.53%	30.21%	10.02%	5.01%	**100.00%**
BG G&F (£30,000 - £40,999)		8.43%	22.29%	29.92%	27.11%	8.84%	3.41%	**100.00%**
BG E&D (£41,000 - £52,999)		4.05%	15.77%	28.38%	39.64%	10.81%	1.35%	**100.00%**
BG C-A (£53,000 - £73,000)			13.64%	38.64%	36.36%	11.36%		**100.00%**
1. Senior Salaries (>£75,000)			3.33%	30.00%	43.33%	16.67%	6.67%	**100.00%**
Total	**0.61%**	**8.64%**	**17.88%**	**27.80%**	**30.43%**	**10.26%**	**4.39%**	**100.00%**

The salaries information shows a tendency for older staff to be paid the higher salaries. This is to be expected as they have gained more experience and knowledge during their working lives.

Trend Profiles

Starters Age Profile - Last 4 Years

Leavers Age Profile - Last 4 Years
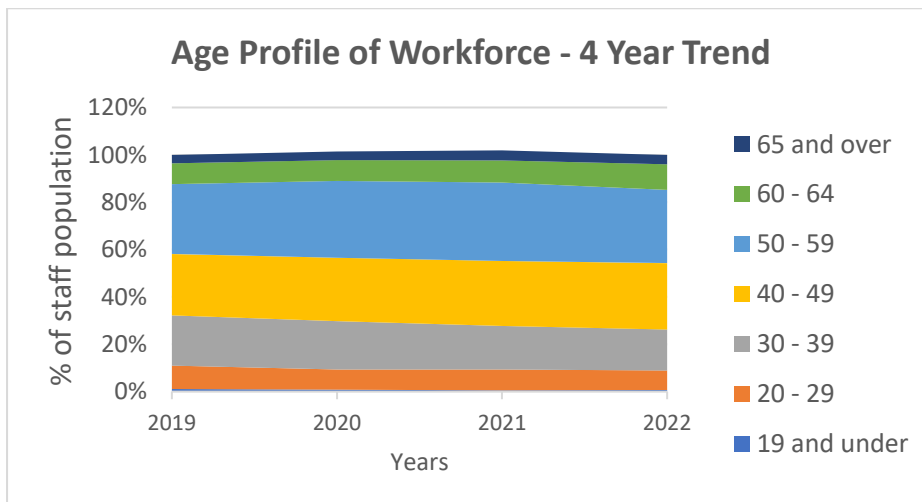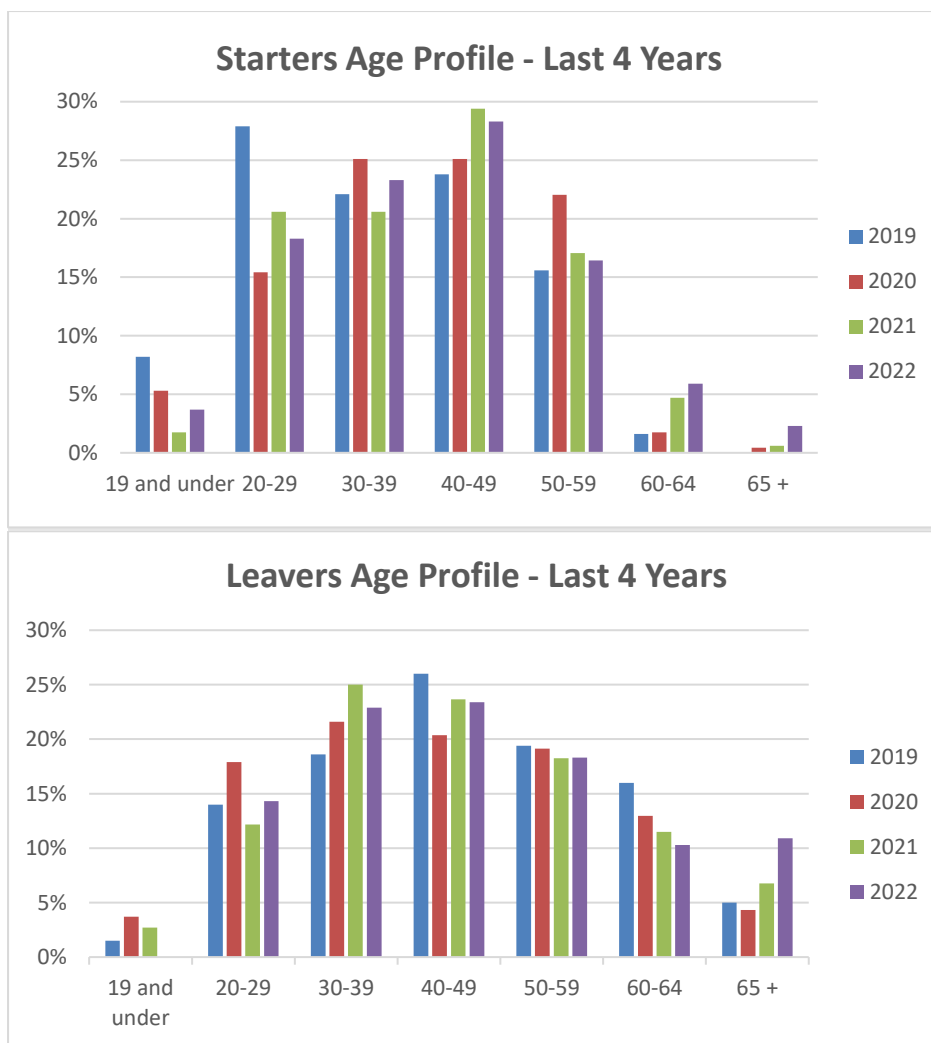
Our data from the last 4 years shows a broadly similar pattern over the last 4 years however the proportion of staff in the lower age bands is decreasing.

The number of staff starting in the lower age groups has been declining over the last few years which shows as a workforce we have an aging population, and this is unlikely to change over the next year or so. Workforce planning by Directorates will be key to ensure we are able to staff our services in the years to come. Conversations with staff with support workforce planning and knowledge transfer, need to avoid highly knowledgeable staff leaving on mass.

We have a higher proportion of leavers aged 65+ but this is to be expected as our proportion of the workforce at this age is also increasing.

Directorate information will be available from Q3. Initial analysis shows that the Delivery and Resources Directorates both have a significantly higher proportion of staff aged 50 and over than the Authority with over half their workforce being within this age bracket. Resources also recruited 50% of staff from this age bracket but as there were relatively small numbers recruited (12) this may not be such an issue as it first appears but is worth reviewing next year.

Length of service and leavers

In terms of staff leaving with under 1 years' service, 42% of staff left due to "personal reasons", we cannot identify further what were the reasons. Staff with over one years' service 23% record "personal reasons" Further exit interview analysis is required to be undertaken in the future.

Reasons for leaving, staff with under 1 years service

Reason	Count
Another Local Authority	5
Dismissal Capability	1
End of Fixed Term Contract	6
Failed Probation	1
None Given	1
Personal Reasons	14
Private Company	5

Reasons for leaving, staff with over 1 years service

Reason	Count
Another Local...	36
Death in Service	3
Dismissal Ill Health	1
End of Fixed Term...	1
Maternity DNR	4
None Given	6
Personal Reasons	33
Private Company	26
Redundancy	4
Resignation - Ill...	1
Retirement	18
Retirement - Early	8
Retirement - Ill Health	1

Disability

Local Population

Local Population 2011

- Yes — 11%
- No — 89%

BFC

Staff Disability BFC

Consider Disabled
- No — 44
- Not Provided — 52
- Yes — 4

Starters Disability BFC

Disabled %
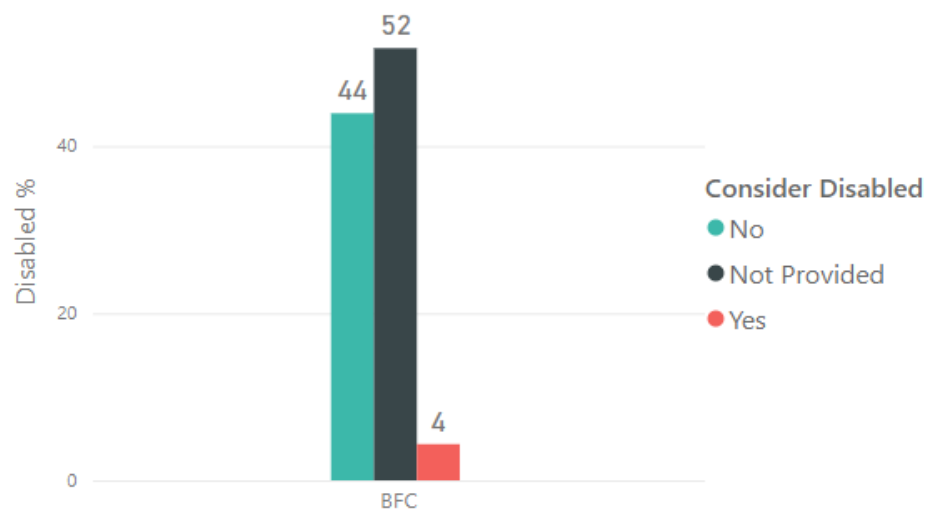
Consider Disabled
- No
- Not Provided
- Yes
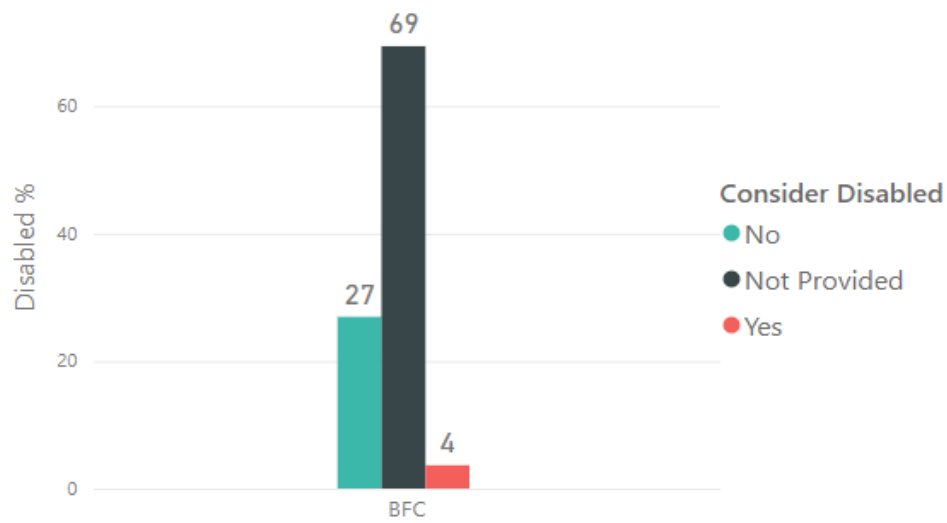
Staff

Consider Disabled	Disabled %
No	43.94
Not Provided	51.73
Yes	4.34

Starters

Consider Disabled	Disabled %
No	26.94
Not Provided	69.41
Yes	3.65

Leavers Disability BFC

Disabled %

Consider Disabled
- No
- Not Provided
- Yes
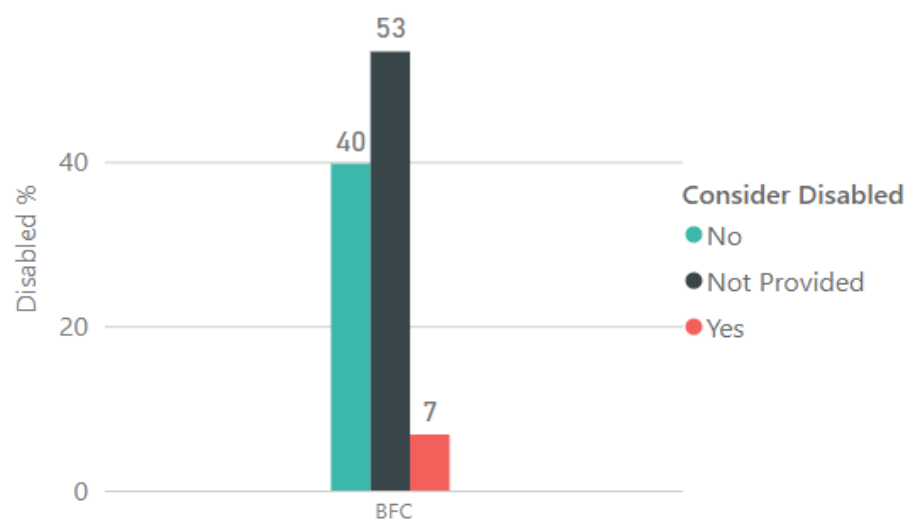
Training Disability BFC
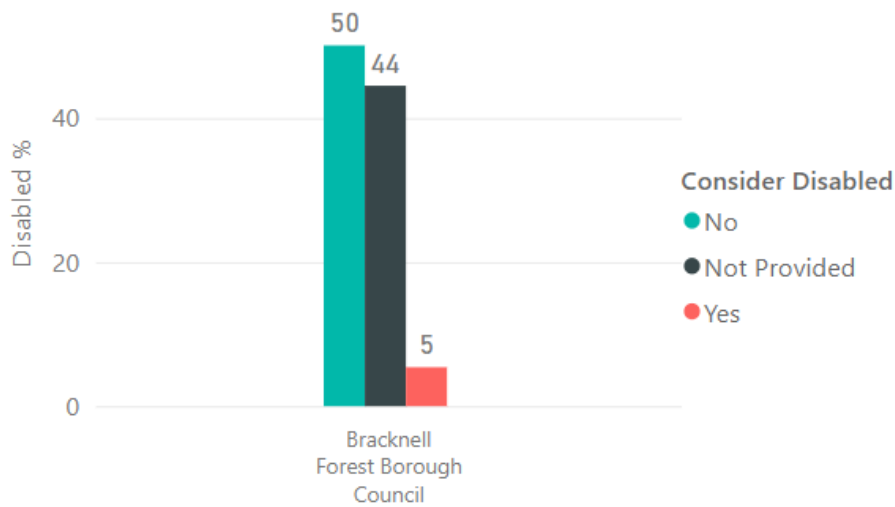
Leavers

Consider Disabled ▲	Disabled %
No	39.77
Not Provided	53.41
Yes	6.82

Training

Consider Disabled ▲	Disabled %
No	50.09
Not Provided	44.50
Yes	5.41

An analysis of leaver reasons shows that out of 12 leavers that stated they had a disability 10 of these left voluntary. The 2 who left involuntary was due to health matters. More understanding is needed of why staff with disabilities are leaving more than non-disabled on a voluntary basis.

Directorate Information

Staff Disability Directorate

Starters Disability Directorate

Disabled %

Consider Disabled
- ● No
- ● Not Provided
- ● Yes

Directorate	No	Not Provided	Yes
Chief Executives	20	80	
Delivery	21	75	4
People Directora...	33	62	5
Place, Planning & Regen...	7	90	2
Resources	58	42	

Leavers Disability Directorate

Disabled %

Disabled?
- ● No
- ● Not Provided
- ● Yes

Directorate	No	Not Provided	Yes
Chief Executives		67	33
Delivery	44	48	7
People Directorate	42	54	5
Place, Planning & Regenerat...	32	57	11
Resources	42	50	8
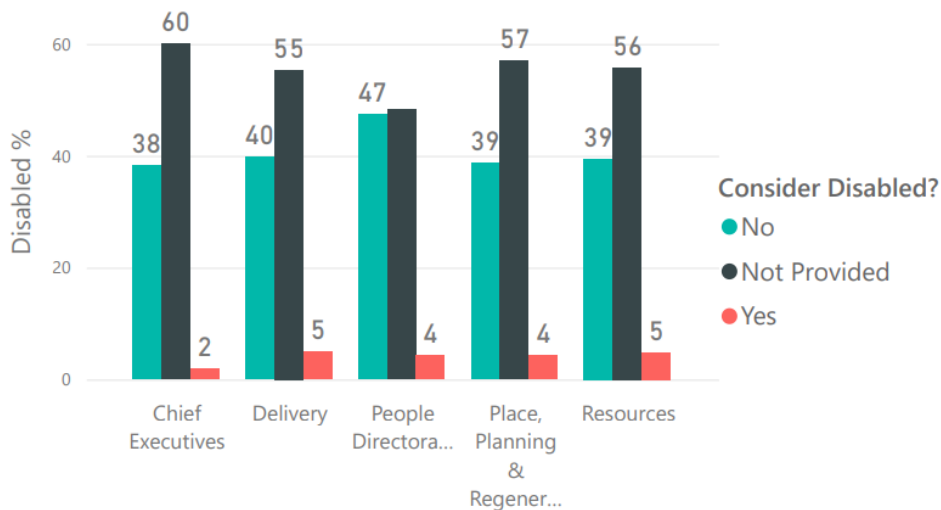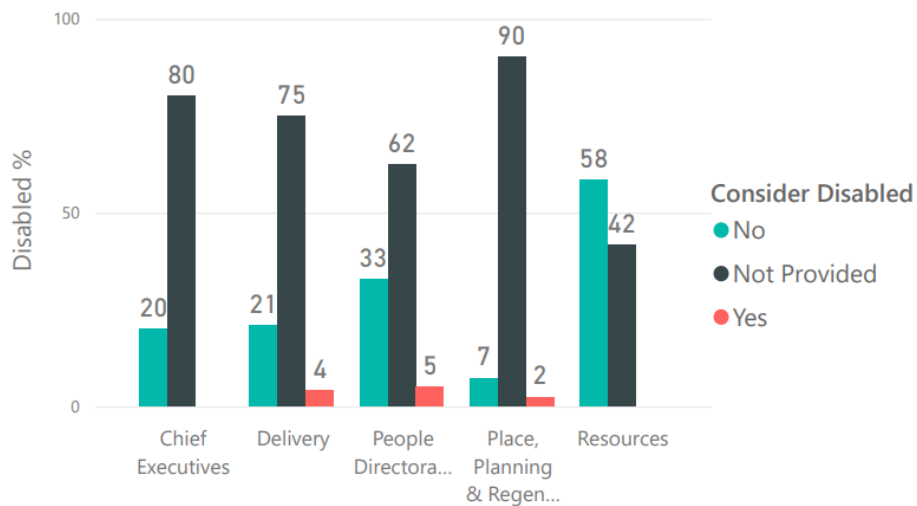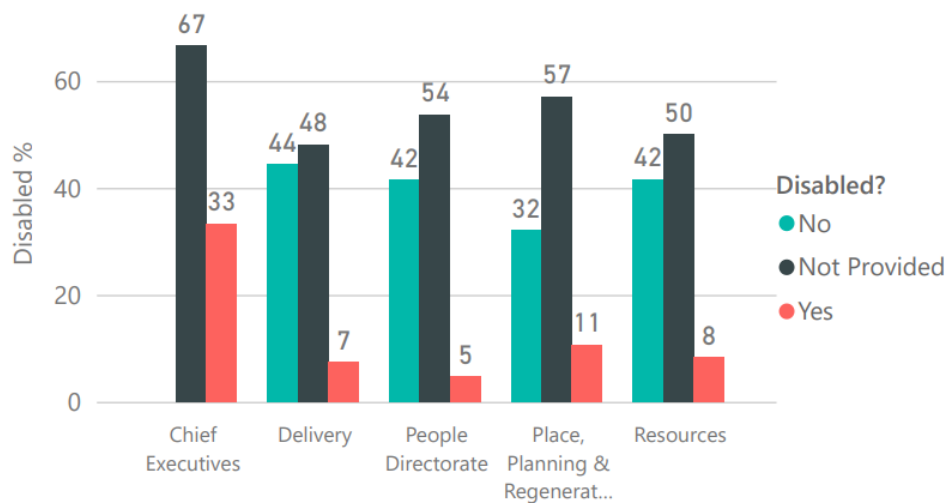
In terms of the percentages of Directorates with staff with declared disability, apart from People Directorate, all Directorates had more leavers with disabilities than joiners.

Salaries across Disability Profile (as % of entire workforce)
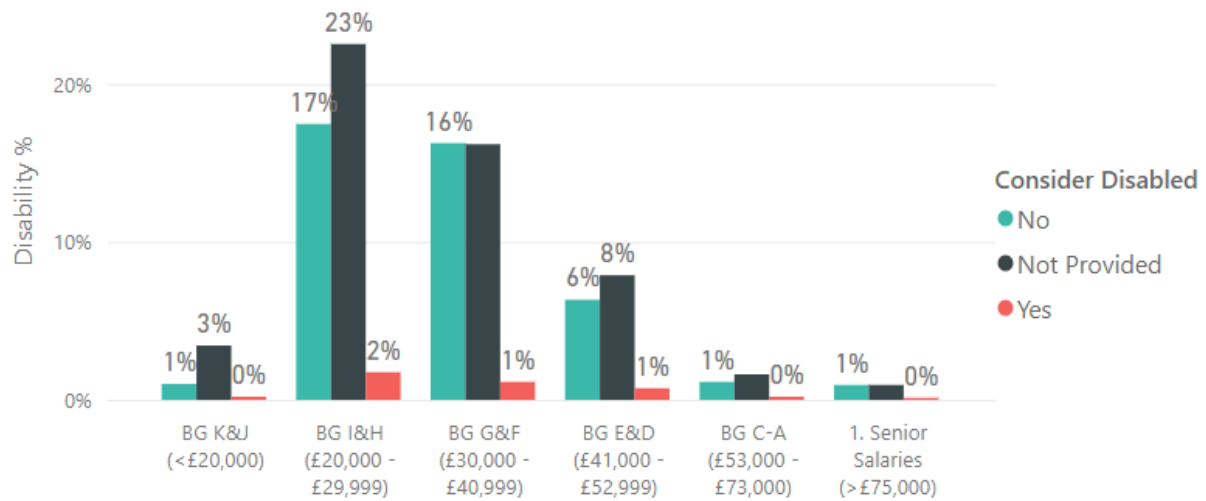
Salaries across Disabled Profile (as % of staff in each pay band)
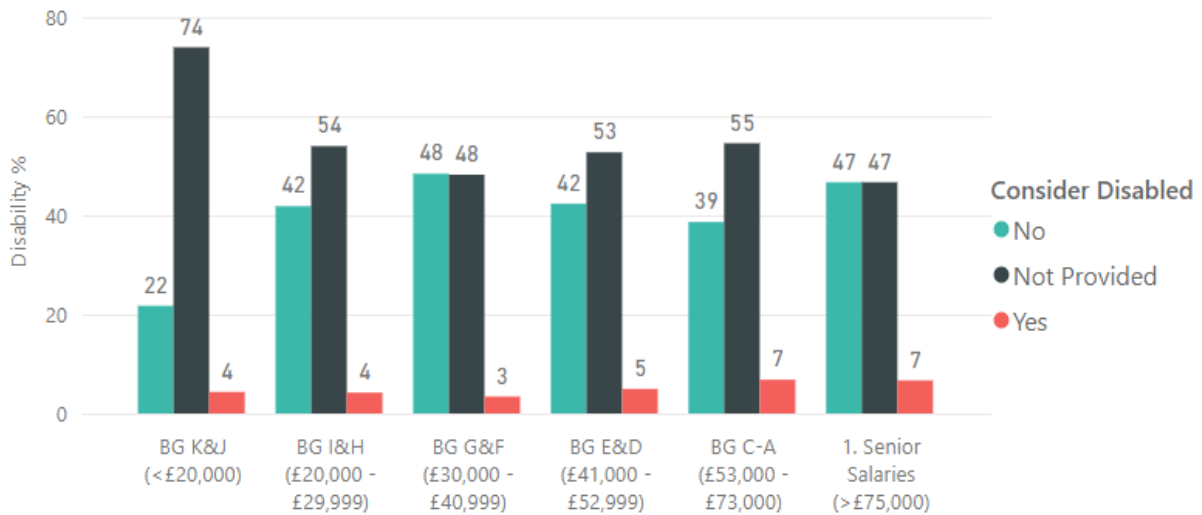
Salaries across Disabled Profile (as % of entire workforce)

Salary Group	No	Not Provided	Yes	Total
1. Senior Salaries (>£75,000)	0.94%	0.94%	0.13%	**2.02%**
BG C-A (£53,000 - £73,000)	1.15%	1.62%	0.20%	**2.97%**
BG E&D (£41,000 - £52,999)	6.34%	7.89%	0.74%	**14.98%**
BG G&F (£30,000 - £40,999)	16.26%	16.19%	1.15%	**33.60%**
BG I&H (£20,000 - £29,999)	17.48%	22.54%	1.75%	**41.77%**
BG K&J (<£20,000)	1.01%	3.44%	0.20%	**4.66%**
Total	**43.18%**	**52.63%**	**4.18%**	**100.00%**

Salaries across Disabled Profile (as % of staff in each pay band)

Salary Group	No	Not Provided	Yes
BG K&J (<£20,000)	21.74	73.91	4.35
BG I&H (£20,000 - £29,999)	41.84	53.96	4.20
BG G&F (£30,000 - £40,999)	48.39	48.19	3.41
BG E&D (£41,000 - £52,999)	42.34	52.70	4.95
BG C-A (£53,000 - £73,000)	38.64	54.55	6.82
1. Senior Salaries (>£75,000)	46.67	46.67	6.67
Total	**43.18**	**52.63**	**4.18**

The data around the disability profile of Bracknell Forest is not clear. We have a sizeable proportion of staff who seem to have not provided their disability status (52%) however we cannot be sure that a high number of these would be no disability and they just left the field blank. For reference those not disclosing an ethnicity stands at 8.6% which is what we would expect with disability. That said, the data available shows the proportion of staff with a disability, has worsened, there are now less staff with a disability. This is lower than the national picture which indicates that 20% of working age adults are disabled (Source https://www.gov.uk/government/statistics/the-employment-of-disabled-people-2021).

The percentage of leavers with a disability is higher than the workforce profile, starters and training which are balanced. Further investigation would need to be undertaken to see if there are any underlining reasons for this.

Salaries information show a spread of staff with a disability across the different salary bands with a slight skew to the higher pay bands. This would suggest when taken with age information that older staff are more likely to have a disability.

Ethnic Origin

For the first time this year we have broken down the Ethnic Origin statistics into more categories. This makes it difficult to do comparisons with previous years, but this trend will be introduced over the next few years as more data is available.

Local Population

Local population 2011

Ethnicity	Percentage
Asian	4.2%
Black	2.5%
Mixed	2.5%
Other	0.8%
White	89.9%
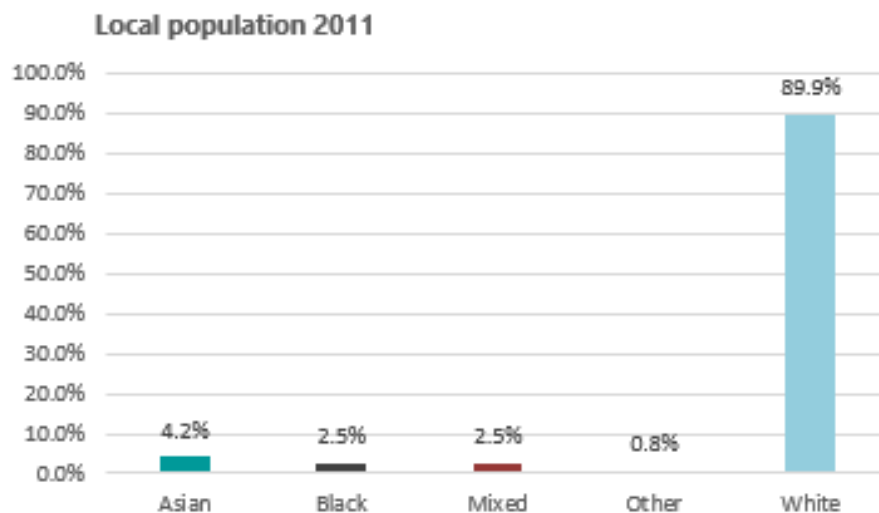
BFC

Staff Ethnic Origin BFC

Ethnic Origin
- Asian
- Black
- Mixed
- Not Provided
- Other
- White

Ethnicity	Percentage
Asian	5%
Black	1%
Mixed	9%
Not Provided	0%
Other	80%
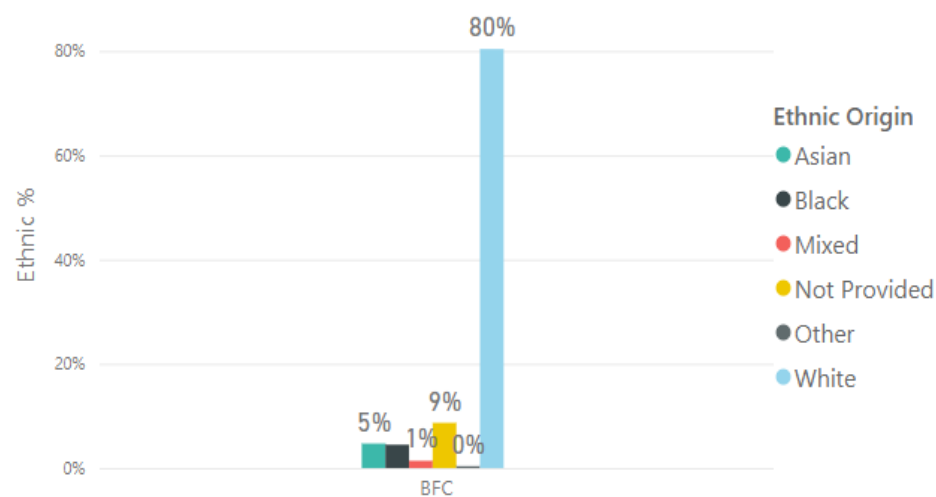
Starters Ethnic Origin BFC
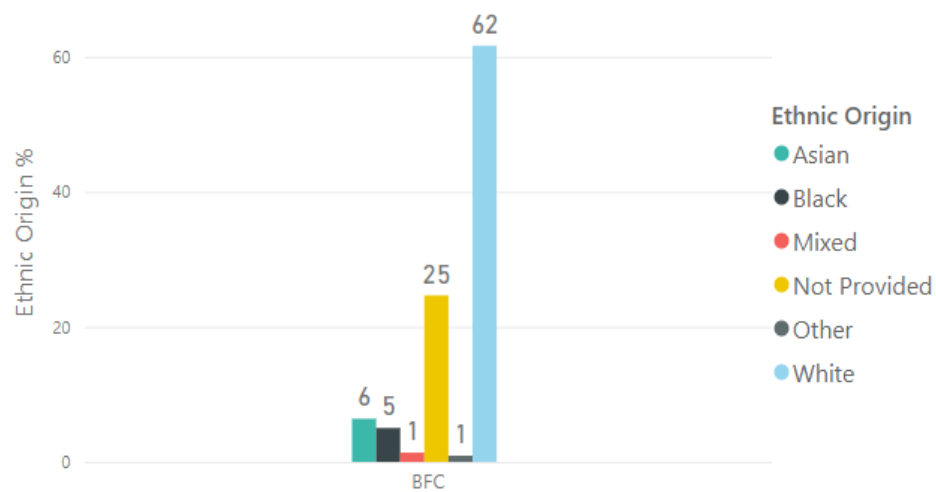
Staff

BFC	Ethnic Origin	%GT Ethnic %
BFC	Asian	4.70%
BFC	Black	4.48%
BFC	Mixed	1.40%
BFC	Not Provided	8.67%
BFC	Other	0.37%
BFC	White	80.38%

Starters

Ethnic Origin	Ethnic Origin %
Asian	6.39
Black	5.02
Mixed	1.37
Not Provided	24.66
Other	0.91
White	61.64

Leavers Ethnic Origin BFC
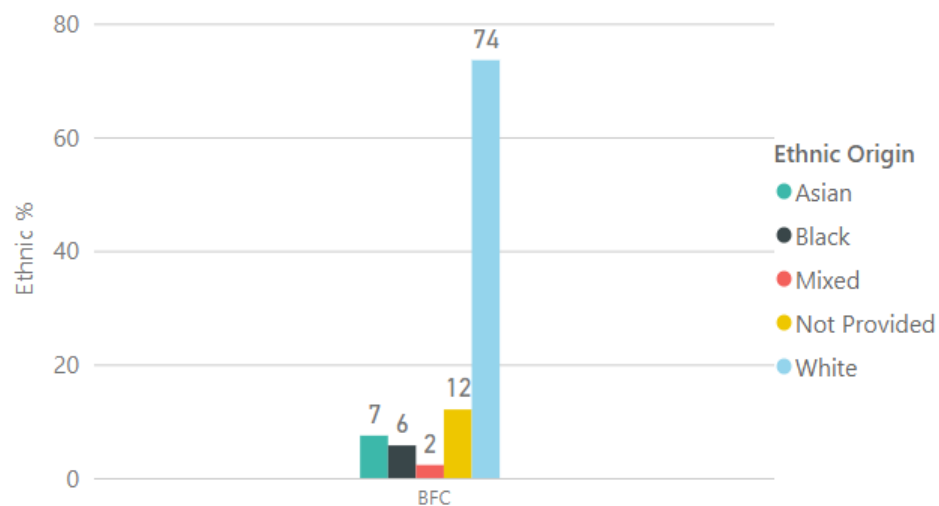
Training Ethnic Origin BFC
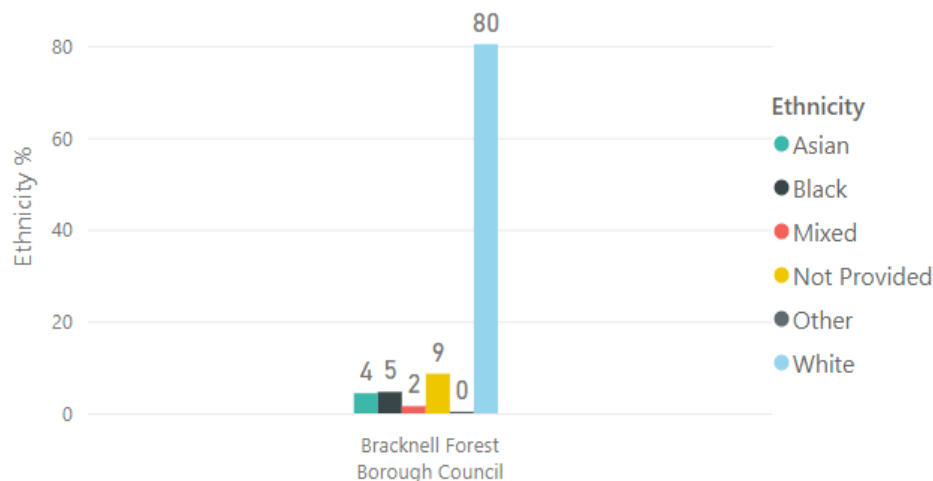
Leavers

Ethnic Origin	Ethnic %
White	73.56
Not Provided	12.07
Asian	7.47
Black	5.75
Mixed	2.30

Training

Ethnicity	Ethnicity %
White	80.42
Not Provided	8.63
Black	4.65
Asian	4.38
Mixed	1.56
Other	0.36

Our results show that we have a higher proportion of new starters (14%) from an ethnic minority background particularly from Asian and Black categories. But we have an even higher proportion of leavers (16%) from an ethnic minority background particularly those from an Asian or mixed descent. This has been a trend over the last 4 years. This is a matter of concern as we have been working towards reducing this number.

There is not a record of ethnic origin for many of the new joiners, making analysis unclear. Work is underway to improve transferring diversity data to the workforce systems.

Reasons for Leaving by Ethnic Origin

Analysis of the leaving reasons and ethnic origin show that for Asian, Black, and Mixed only one member of staff left involuntarily. The rest left voluntarily with the main reasons for all 3 sub-groups being Another Local Authority (29.6%) and Personal Reasons (33%).

Reason	Asian	Black	Mixed	Not Provided	White	Total
Involuntary	1	1	1	3	12	18
Voluntary	12	9	3	18	116	158
Total	13	10	4	21	128	176

Proportion of BAME Employees and Leavers 4 Year Trend
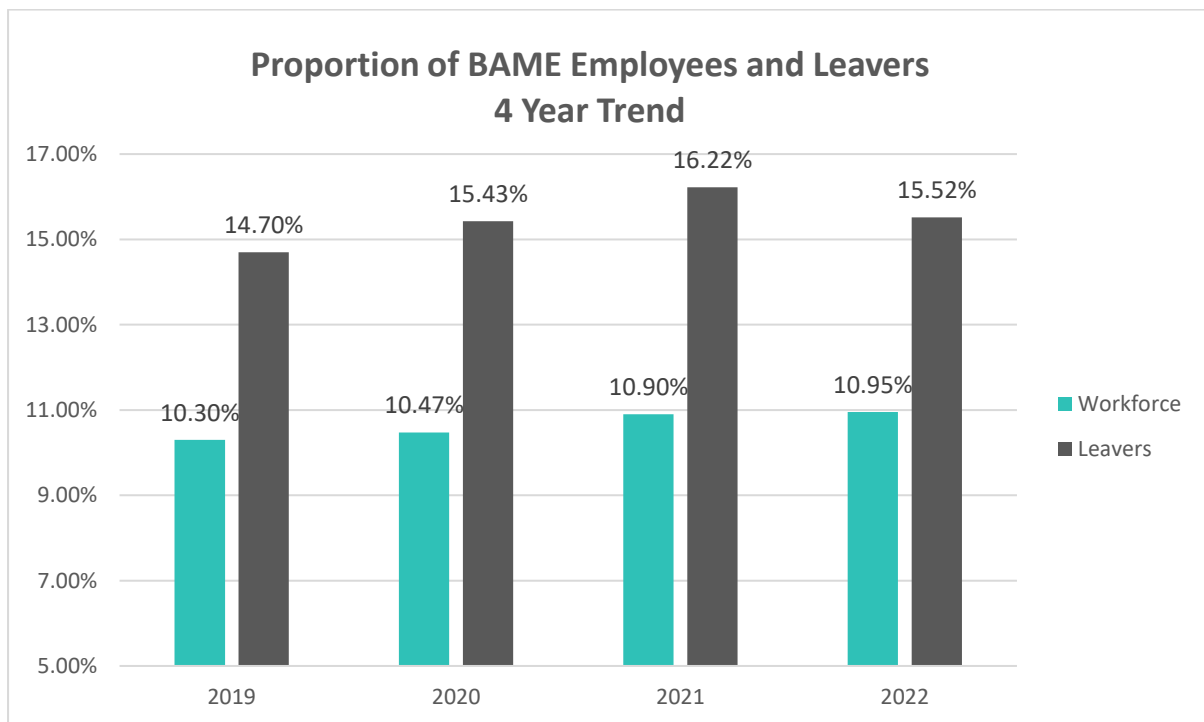
Leavers with less than 1 years' service – Ethnic Origin

Staff with less than 1 years service BAME compared with White
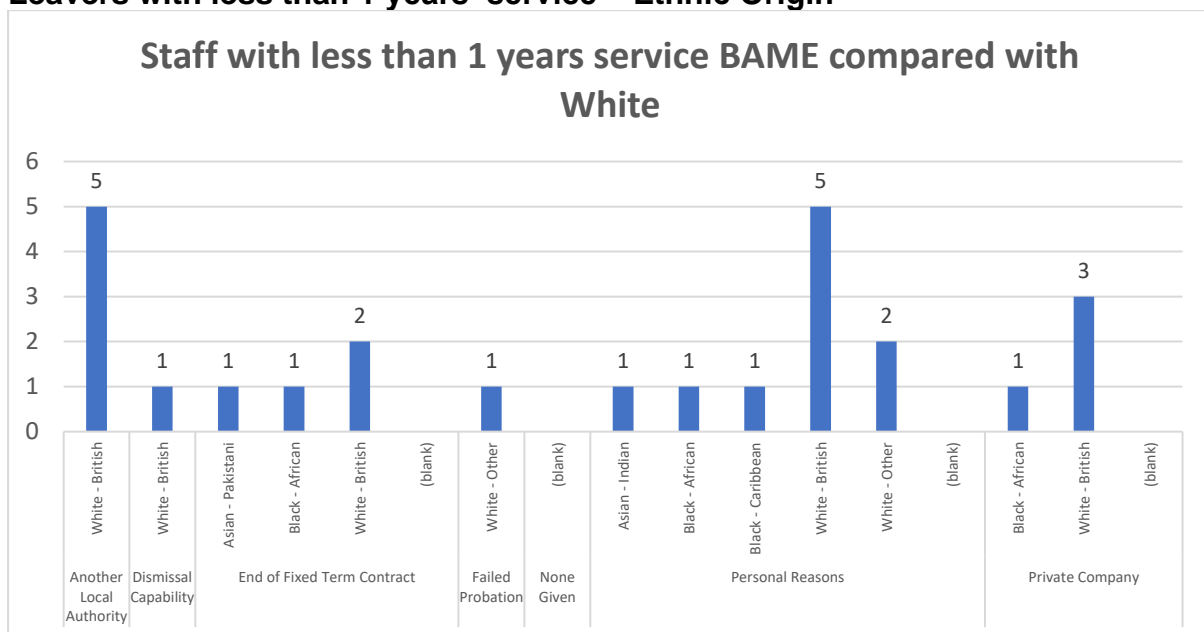
Grouped into category BAME for clearer analysis

Staff with less than one years service - Grouping
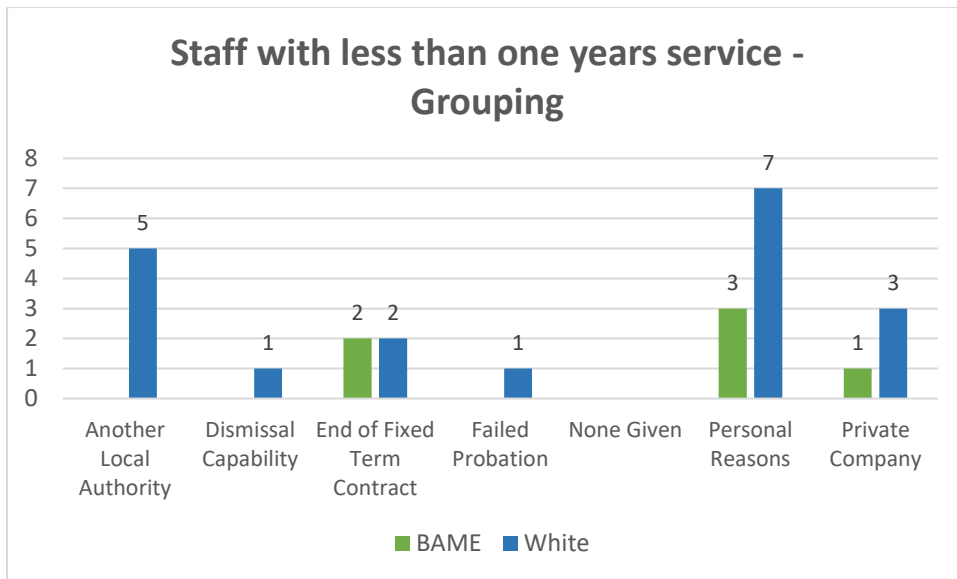
Proportioned BAME with less than one years service

As the known ethnic origin of White is 88% and BAME 12%, the graph below, "Proportioned Staff Reasons for leaving Ethnic Origin" shows the view of the 25 leaver reasons if we had an equal population of ethnic origin White and grouping BAME. This is for analysis purposes only and requested by the Equalities Board.

Staff less 1 years service - Proportioned Staff Reasons for leaving Ethnic Origin
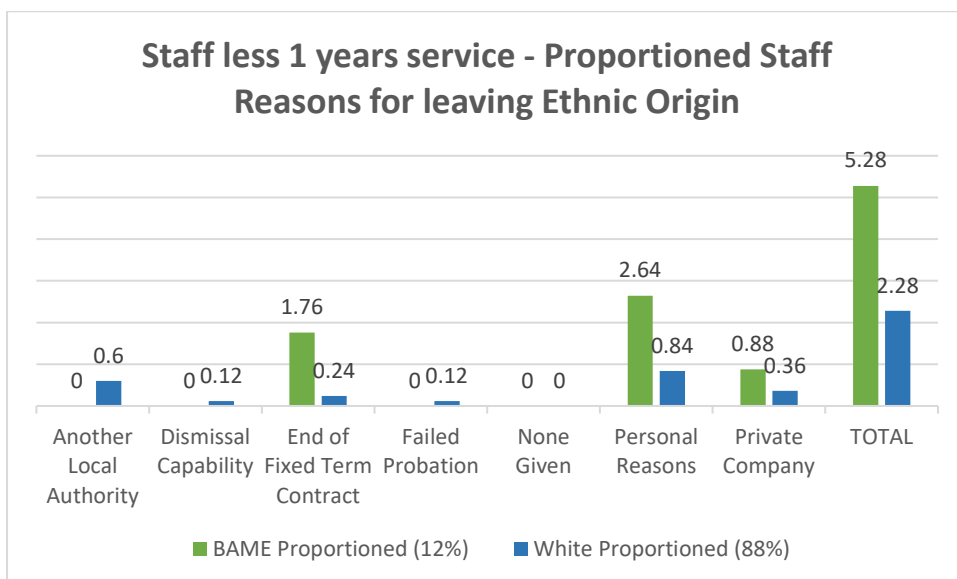
It is clear that BAME staff are more likely than White staff to leave due to "End of fixed term contract" or "Personal Reasons".

Directorate Information

Staff Ethnic Origin Directorate
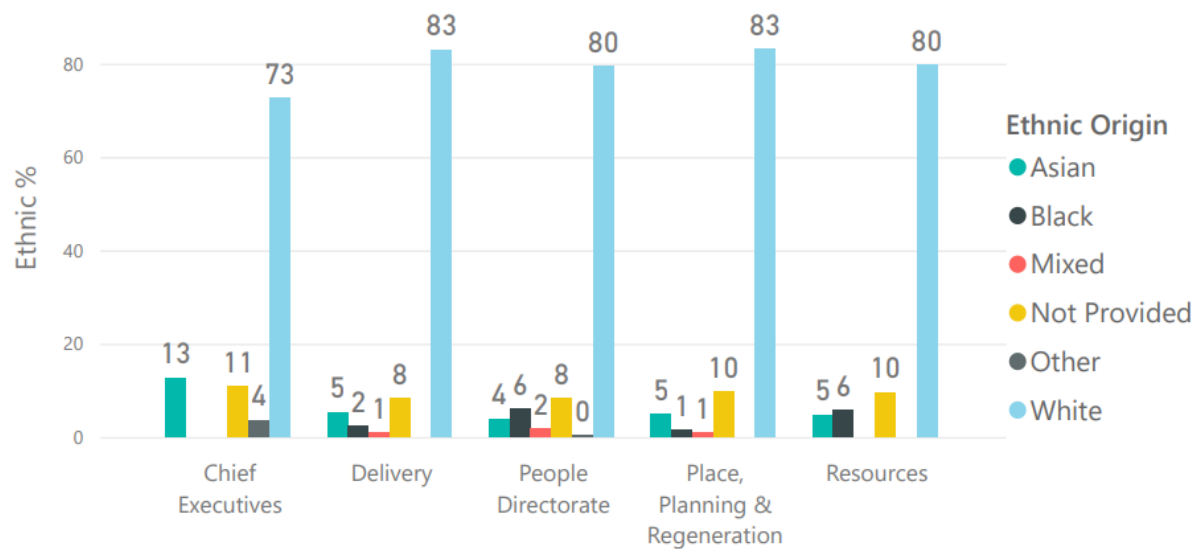
Starters Ethnic Origin Directorate
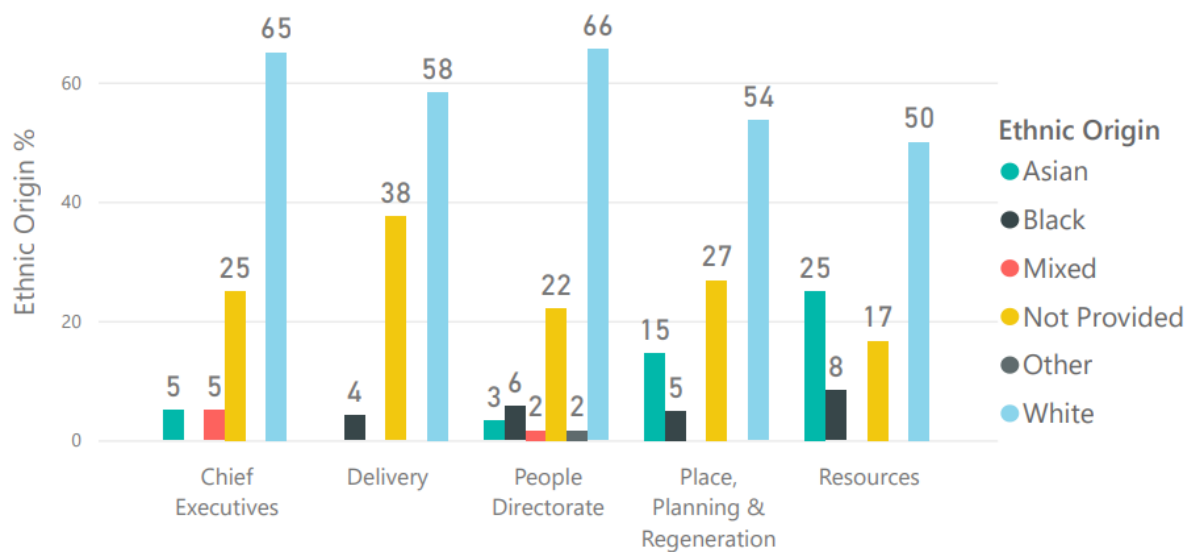
Leavers Ethnic Origin Directorate
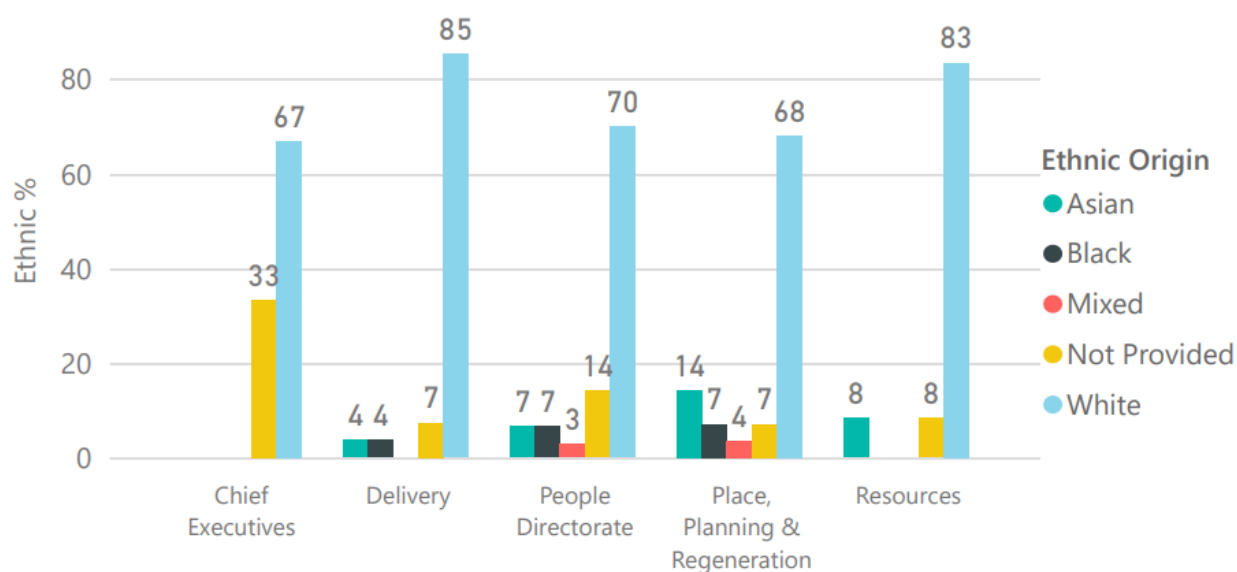
In terms of Directorates, Resources recruited more BAME staff than other Directorates in proportion to all joiners. In terms of leavers, more BAME staff left PPR than other Directorates.

Salaries across Ethnic Profile (as % of entire workforce)
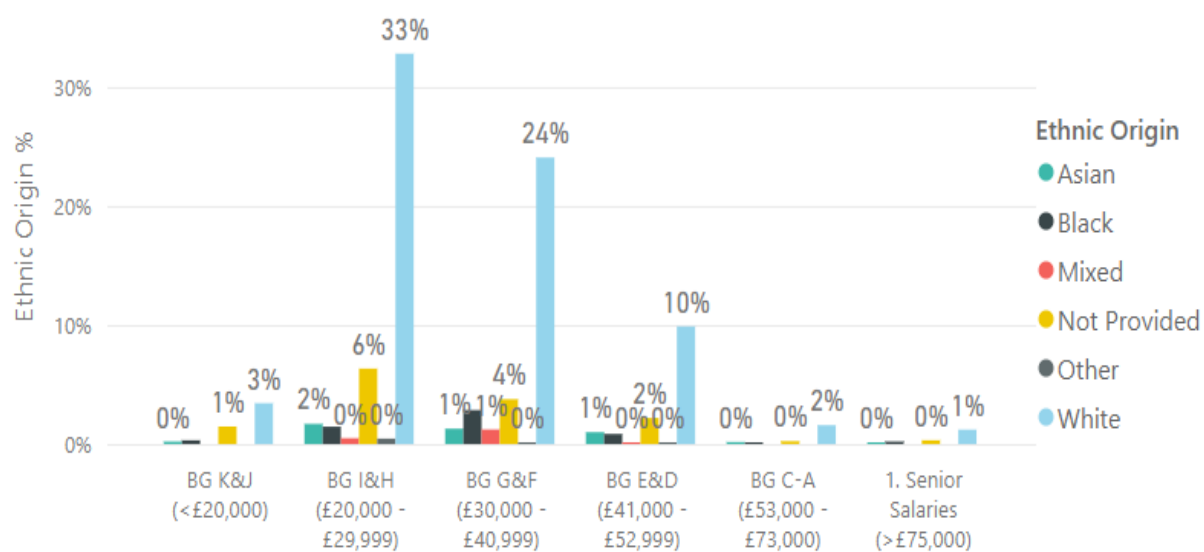
Ethnic % by Salary Group and Ethnicity
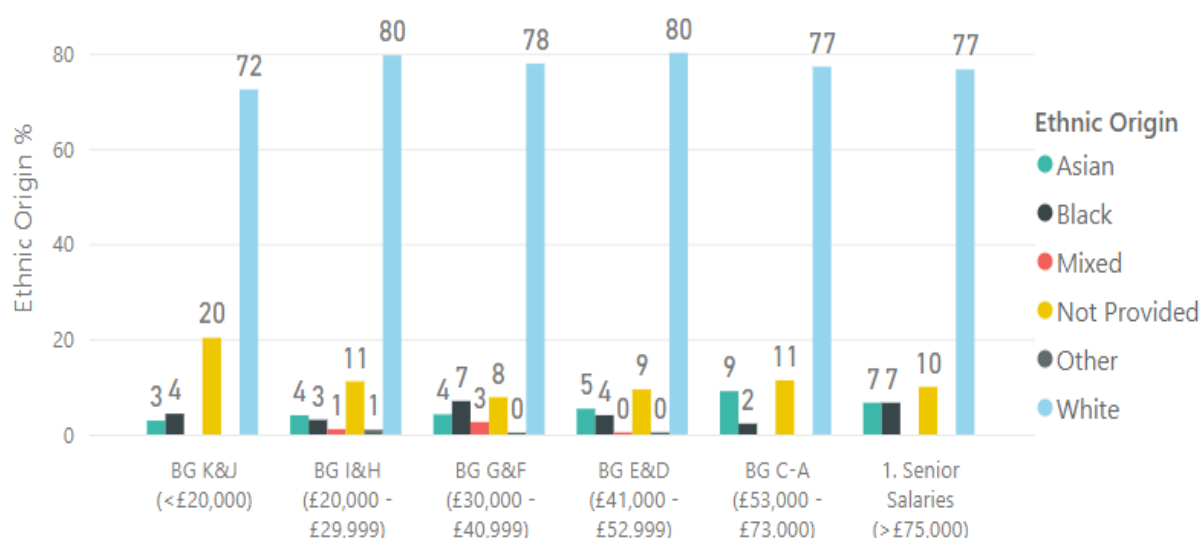
Salaries across Ethnic Origin Profile (as % of entire workforce)

Salary Group	Asian	Black	Mixed	Not Provided	Other	White	Total
1. Senior Salaries (>£75,000)	0.11%	0.21%		0.32%		1.21%	**1.84%**
BG C-A (£53,000 - £73,000)	0.17%	0.11%		0.24%		1.58%	**2.10%**
BG E&D (£41,000 - £52,999)	1.00%	0.84%	0.11%	2.19%	0.02%	9.89%	**14.04%**
BG G&F (£30,000 - £40,999)	1.29%	2.85%	1.22%	3.77%	0.13%	24.08%	**33.34%**
BG I&H (£20,000 - £29,999)	1.69%	1.46%	0.49%	6.34%	0.45%	32.81%	**43.25%**
BG K&J (<£20,000)	0.21%	0.32%		1.47%		3.43%	**5.43%**
Total	**4.47%**	**5.78%**	**1.82%**	**14.32%**	**0.61%**	**73.00%**	**100.00%**

Salaries across Ethnic Origin Profile (as % of staff in each pay band)

| Salary Group	Asian	Black	Mixed	Not Provided	Other	White
1. Senior Salaries (>£75,000)	6.67	6.67		10.00		76.67
BG C-A (£53,000 - £73,000)	9.09	2.27		11.36		77.27
BG E&D (£41,000 - £52,999)	5.41	4.05	0.45	9.46	0.45	80.18
BG G&F (£30,000 - £40,999)	4.22	7.03	2.61	7.83	0.40	77.91
BG I&H (£20,000 - £29,999)	4.04	3.07	1.13	11.15	0.97	79.64
BG K&J (<£20,000)	2.90	4.35		20.29		72.46
Total	**4.45**	**4.66**	**1.42**	**10.19**	**0.61**	**78.68**

Proportion of Ethnic Minority and Non Ethnic Minority in each Pay Quartile
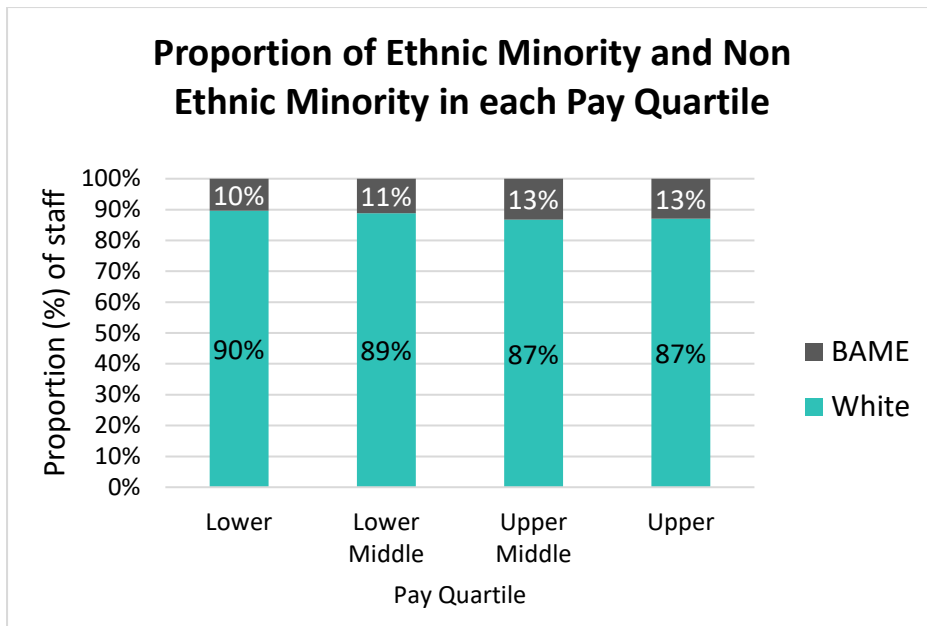
Salary information shows a spread of ethnic minority staff across all salary bands which suggests a healthy pay balance within the workforce.

Religion and Belief

Local Population

Religion Local Population 2011

Legend:
- No religion
- Buddhist
- Christian
- Hindu
- Jewish
- Muslim
- Sikh
- Other

Values: 0.2%, 1.2%, 0.4%, 0.5%, 1.7%, 30.4%, 64.8%, 0.8%

BFC

Staff Religion BFC

Religion:
- Buddhist
- Christian
- Hinduism
- Jewish
- Muslim
- None
- Not Provided
- Other
- Sikhism

Values: 3%, 0%, 18%, 46%, 29%, 1%

Starters Religion BFC

Religion:People
- ● Buddhist
- ● Christian
- ● Hinduism
- ● Muslim
- ● None
- ● Not Provided
- ● Other
- ● Sikhism
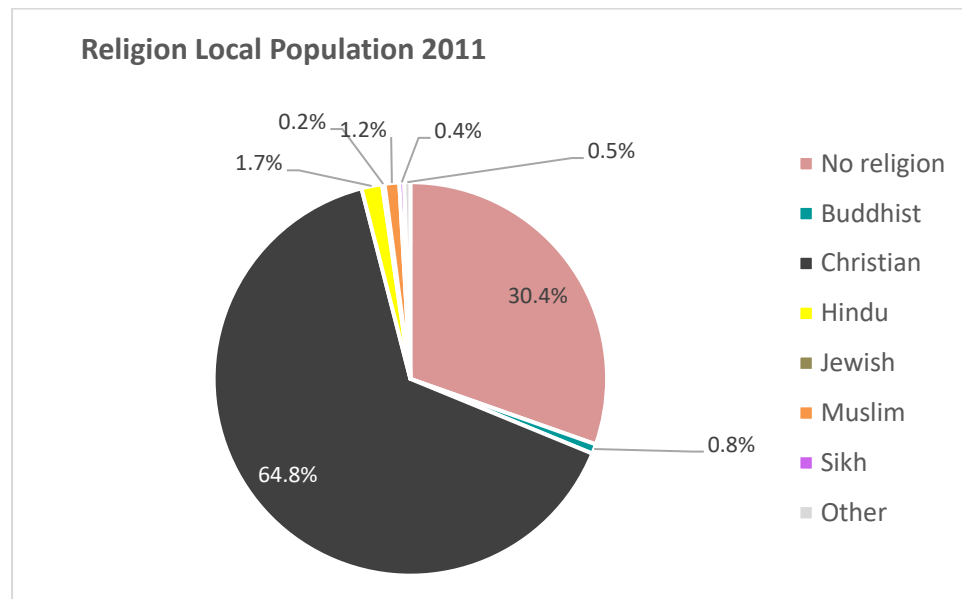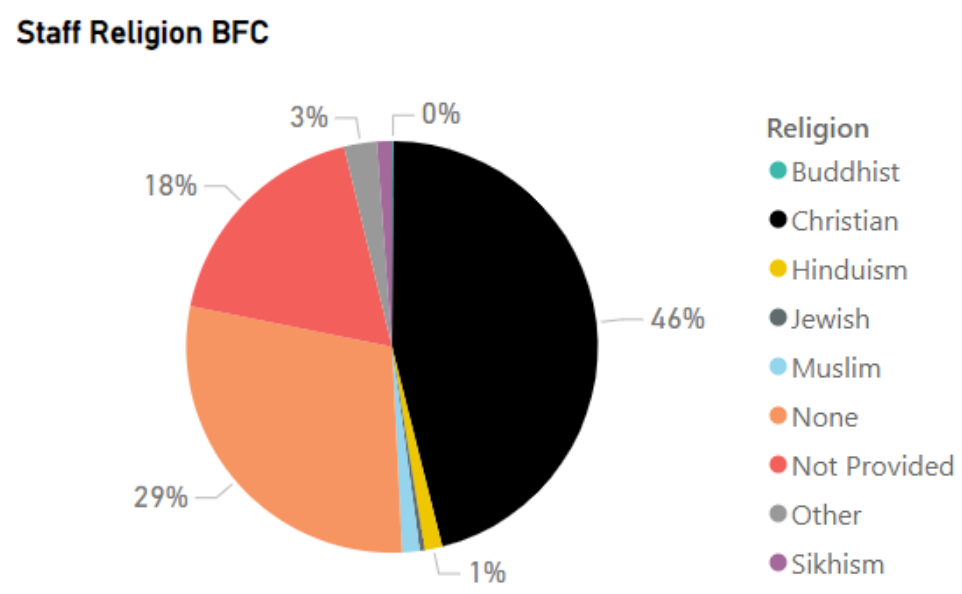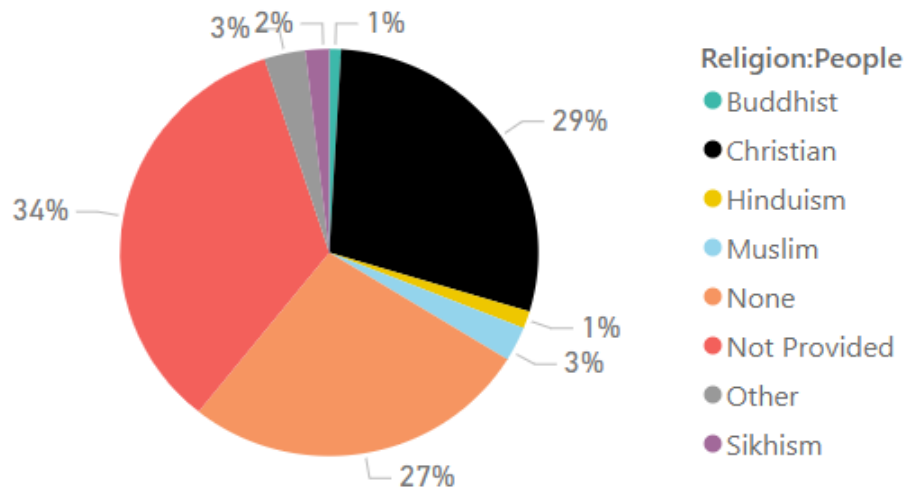
Staff

Religion	Religion %
Buddhist	0.15
Christian	45.92
Hinduism	1.40
Jewish	0.37
Muslim	1.40
None	28.95
Not Provided	18.07
Other	2.57
Sikhism	1.18
Total	**100.00**

Starters

Religion	Religion %
Buddhist	0.91
Christian	28.77
Hinduism	1.37
Muslim	2.74
None	26.94
Not Provided	34.25
Other	3.20
Sikhism	1.83

Leavers Religion BFC

Religion
- ● Buddhist
- ● Christian
- ● Hinduism
- ● Muslim
- ● None
- ● Not Provided
- ● Other
- ● Sikhism

Training Religion BFC

Religion:People
- ● Buddhist
- ● Christian
- ● Hinduism
- ● Jewish
- ● Muslim
- ● None
- ● Not Provided
- ● Other
- ● Sikhism
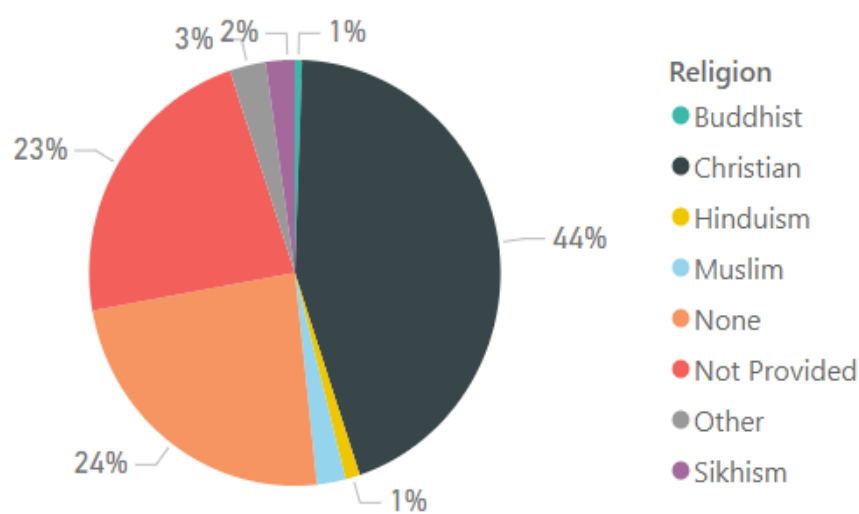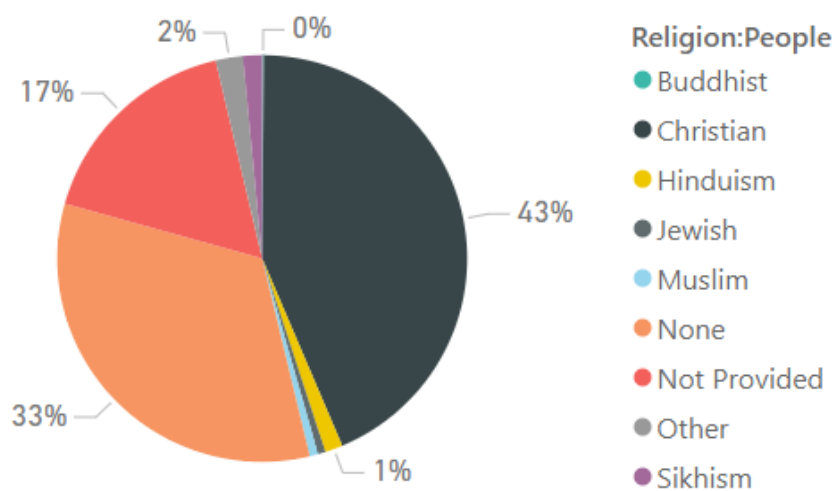
Leavers

Religion	Religion %
Buddhist	0.57
Christian	44.32
Hinduism	1.14
Muslim	2.27
None	23.86
Not Provided	22.73
Other	2.84
Sikhism	2.27

Training

Religion	Religion %
Christian	43.49
None	33.08
Not Provided	17.00
Other	2.14
Sikhism	1.51
Hinduism	1.40
Muslim	0.67
Jewish	0.59
Buddhist	0.13

Directorate Information

Staff Religion Directorate
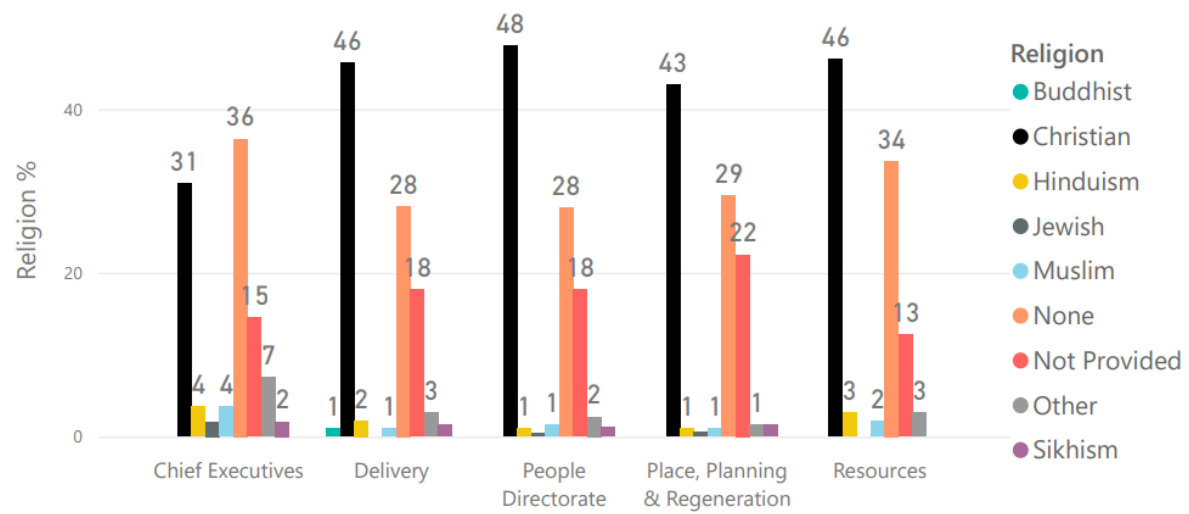
Starters Religion Directorate
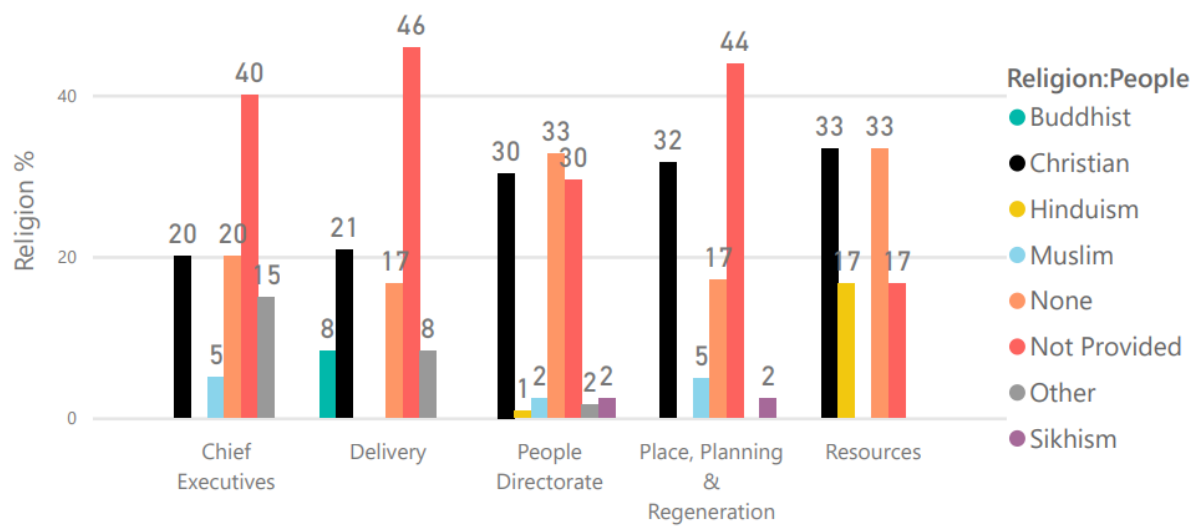
Leavers Religion Directorate
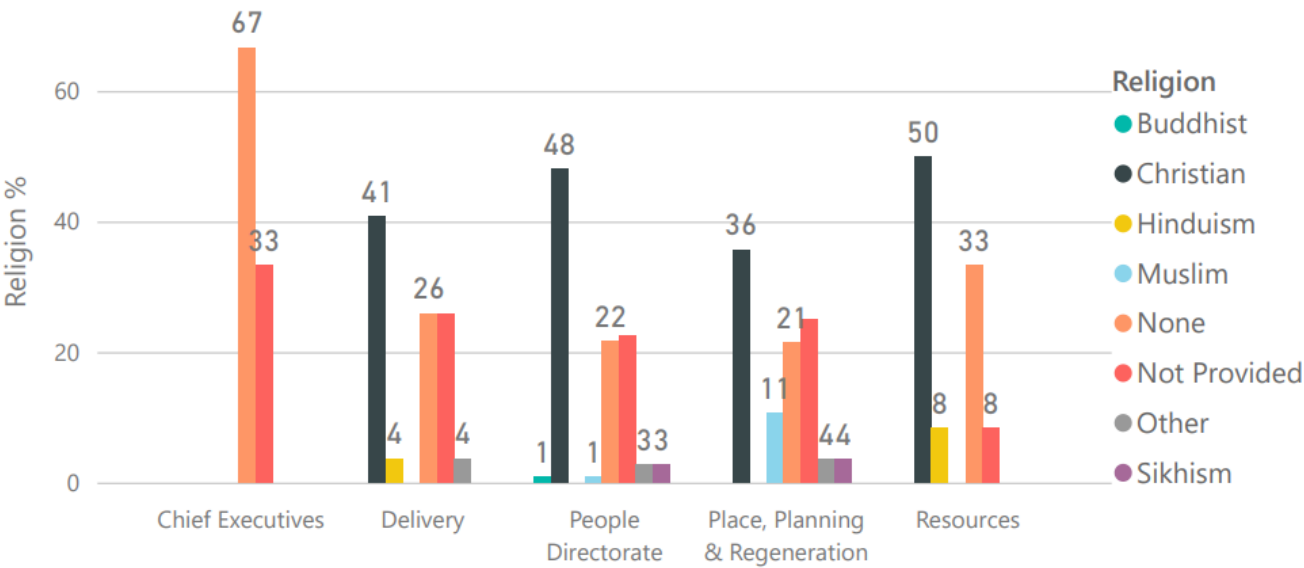
The religion most common at BFC is Christian, nearly 50% of People Directorate class themselves as Christian. There are more leavers than starters who identify themselves as Christian, so we have seen other religious groups increase in numbers.

Salaries across Religion Profile (as % of entire workforce)

Chart: Religion % by salary band (BG K&J <£20,000; BG I&H £20,000–£29,999; BG G&F £30,000–£40,999; BG E&D £41,000–£52,999; BG C-A £53,000–£73,000; 1. Senior Salaries >£75,000). Values shown: 2%, 0%, 0%, 1%, 2%; 17%, 13%, 0%, 0%, 11%, 1%; 14%, 0%, 0%, 11%, 1%; 5%, 1%, 3%, 0%, 0%; 1%, 0%, 0%; 1%, 1%, 0%.
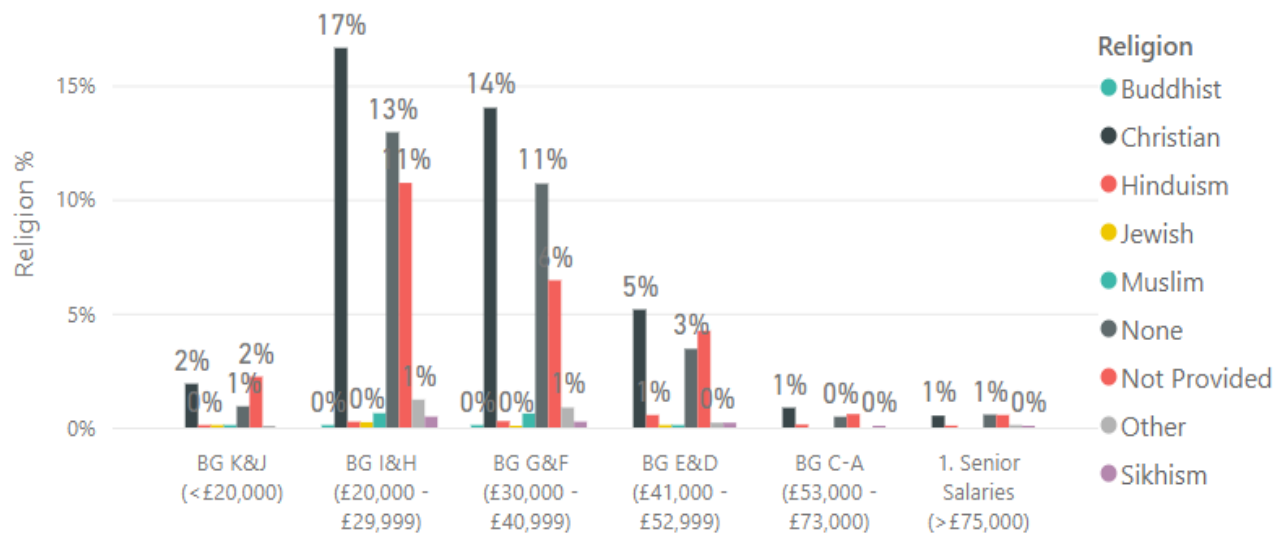
Salaries across Religious Profile (as % of each salary band)

Chart: Religion % by salary band (1. Senior Salaries >£75,000; BG C-A £53,000–£73,000; BG E&D £41,000–£52,999; BG G&F £30,000–£40,999; BG I&H £20,000–£29,999; BG K&J <£20,000). Values shown: 30, 3, 40, 20, 3, 3; 43, 5, 25, 23, 5; 44, 3, 0, 26, 1; 47, 0, 1, 1, 30, 6, 2; 44, 0, 1, 2, 29, 9, 3; 42, 1, 1, 14, 36, 3.

Legend — Religion: Buddhist, Christian, Hinduism, Jewish, Muslim, None, Not Provided, Other, Sikhism.
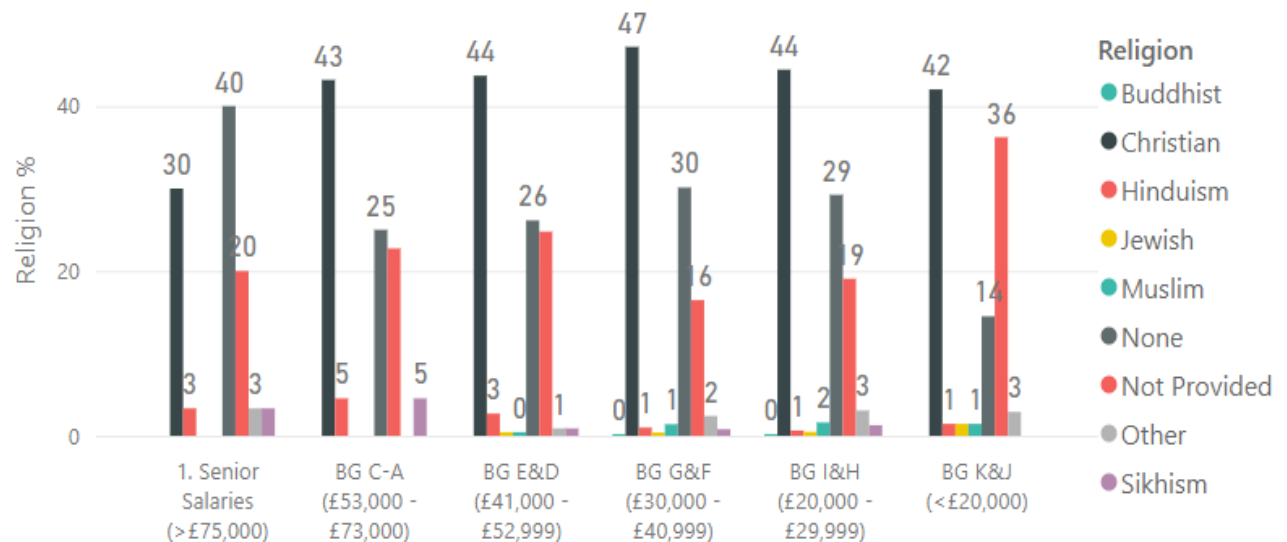
Salaries across Religion Profile (as % of entire workforce)

Salary Group	Buddhist	Christian	Hinduism	Jewish	Muslim	None	Not Provided	Other	Sikhism	Total
BG K&J (<£20,000)		1.92%	0.10%	0.10%	0.11%	0.93%	2.23%	0.05%		5.43%
BG I&H (£20,000 - £29,999)	0.11%	16.65%	0.25%	0.23%	0.63%	12.95%	10.73%	1.22%	0.48%	43.25%
BG G&F (£30,000 - £40,999)	0.11%	14.02%	0.28%	0.04%	0.61%	10.69%	6.46%	0.87%	0.26%	33.34%
BG E&D (£41,000 - £52,999)		5.17%	0.55%	0.11%	0.11%	3.45%	4.24%	0.21%	0.21%	14.04%
BG C-A (£53,000 - £73,000)		0.87%	0.13%			0.47%	0.59%		0.04%	2.10%
1. Senior Salaries (>£75,000)		0.52%	0.08%			0.56%	0.55%	0.11%	0.02%	1.84%
Total	**0.21%**	**39.14%**	**1.40%**	**0.49%**	**1.45%**	**29.06%**	**24.79%**	**2.46%**	**1.01%**	**100.00%**

Salaries across Religion Profile (as % of staff in each pay band)

Salary Group	Buddhist	Christian	Hinduism	Jewish	Muslim	None	Not Provided	Other	Sikhism
BG K&J (<£20,000)		42.03	1.45	1.45	1.45	14.49	36.23	2.90	
BG I&H (£20,000 - £29,999)	0.16	44.43	0.65	0.48	1.62	29.24	19.06	3.07	1.29
BG G&F (£30,000 - £40,999)	0.20	47.19	1.00	0.40	1.41	30.12	16.47	2.41	0.80
BG E&D (£41,000 - £52,999)		43.69	2.70	0.45	0.45	26.13	24.77	0.90	0.90
BG C-A (£53,000 - £73,000)		43.18	4.55			25.00	22.73		4.55
1. Senior Salaries (>£75,000)		30.00	3.33			40.00	20.00	3.33	3.33
Total	**0.13**	**44.80**	**1.28**	**0.47**	**1.28**	**28.48**	**19.97**	**2.43**	**1.15**

We do know that it is likely the religion has changed in Bracknell Forest Council as the children's census results show. We only have the 2011 census to compare, so it is not a true up to date reflection.

Religion	Bracknell Forest UA Census 2011
Buddhist	0.8%
Christian	64.8%
Hindu	1.7%
Jewish	0.2%
Muslim	1.2%
None	30.4%
Other	0.5%
Sikh	0.4%

Sexual Orientation

Local Population

Awaiting publish of 2021 Census data for this area. No data available from the 2011 Census.

BFC

This year 25% of our workforce have not provided this information. This compares to 27.5% last year, which is not much improved.

Staff Sexual Orientation BFC
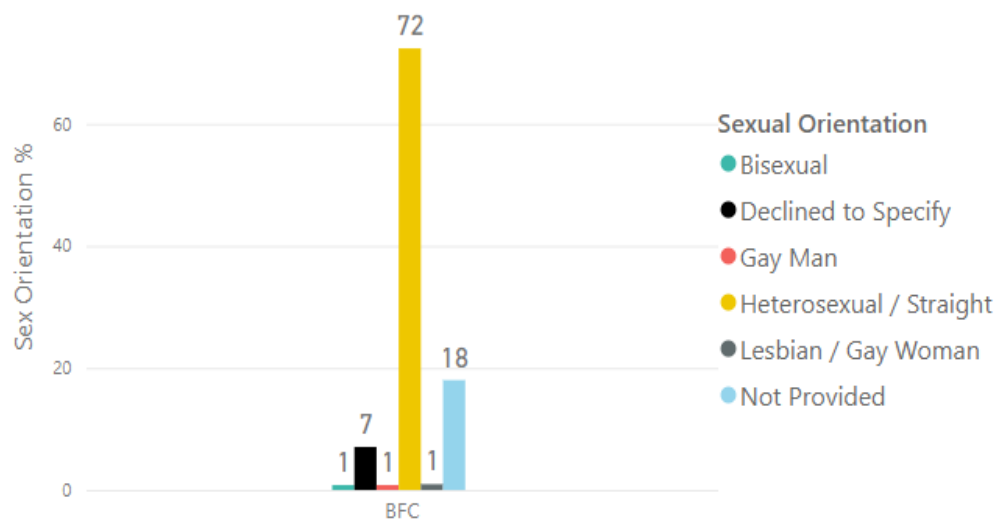
Starters Sexual Orientation
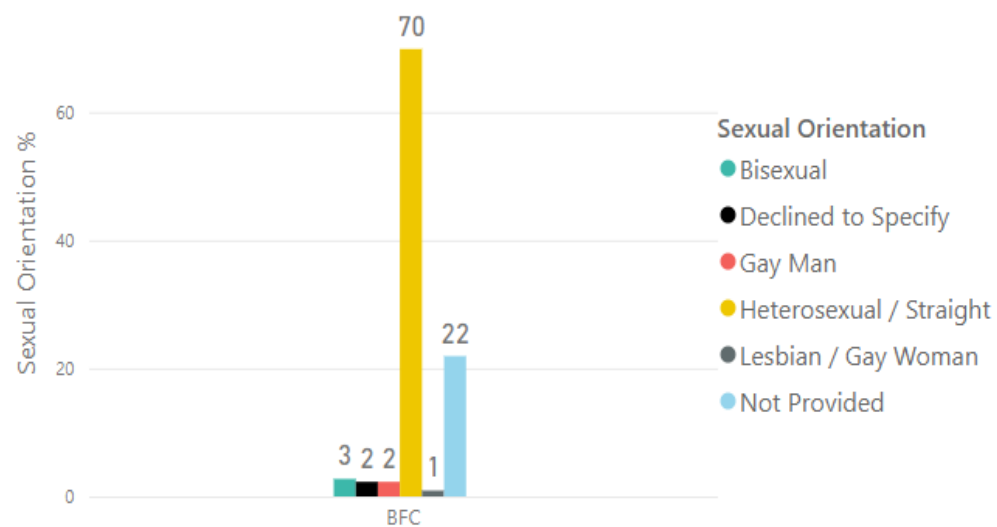
Staff

Sexual Orientation	%GT Sex Orientation % ▼
Heterosexual / Straight	72.37%
Not Provided	18.00%
Declined to Specify	7.05%
Lesbian / Gay Woman	0.96%
Bisexual	0.81%
Gay Man	0.81%
Total	**100.00%**

Starters

Sexual Orientation	Sexual Orientation %
Bisexual	2.74
Declined to Specify	2.28
Gay Man	2.28
Heterosexual / Straight	69.86
Lesbian / Gay Woman	0.91
Not Provided	21.92
Total	**100.00**

Leavers Sexual Orientation BFC
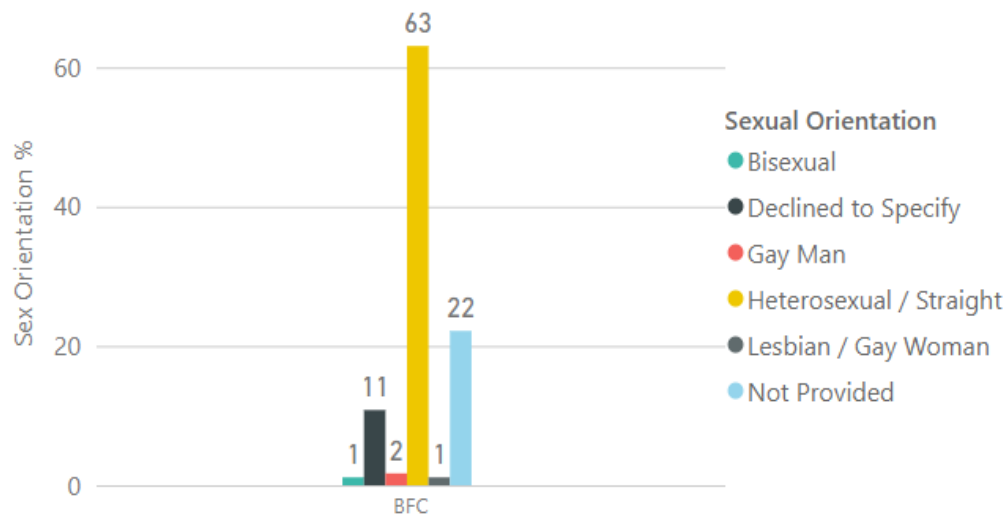
Training Sexual Orientation

Leavers

Sexual Orientation	Sex Orientation %
Bisexual	1.14
Declined to Specify	10.80
Gay Man	1.70
Heterosexual / Straight	63.07
Lesbian / Gay Woman	1.14
Not Provided	22.16

Training

Sexual Orientation	Sexual Orientation %
Heterosexual / Straight	71.10
Not Provided	16.41
Declined to Specify	8.18
Lesbian / Gay Woman	2.75
Gay Man	0.96
Bisexual	0.60

Directorate Information

Staff Sexual Orientation Directorate
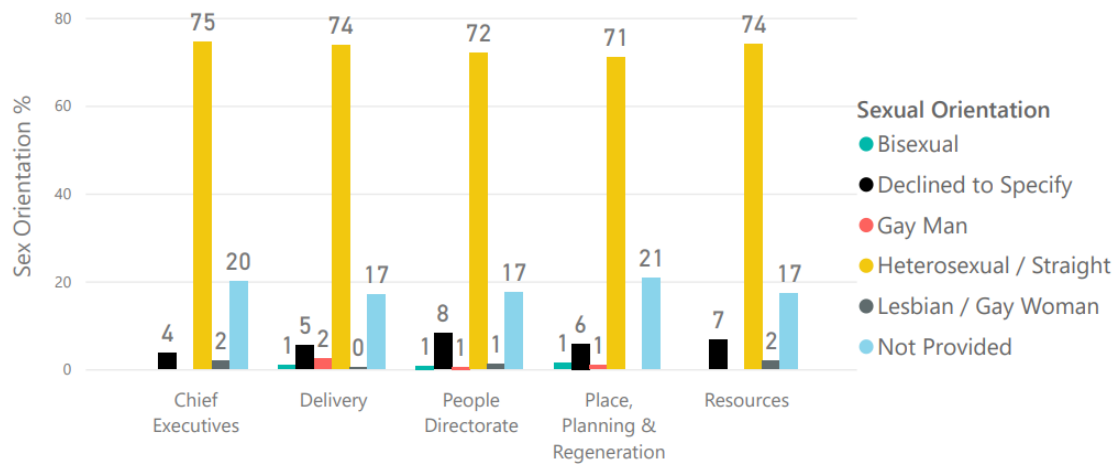
Starters Sexual Orientation Directorate
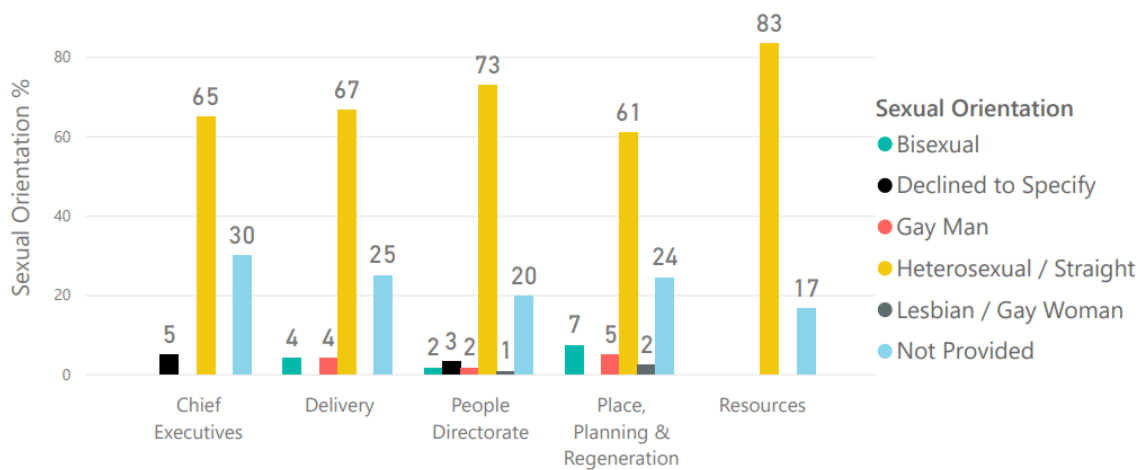
Leavers Sexual Orientation Directorate
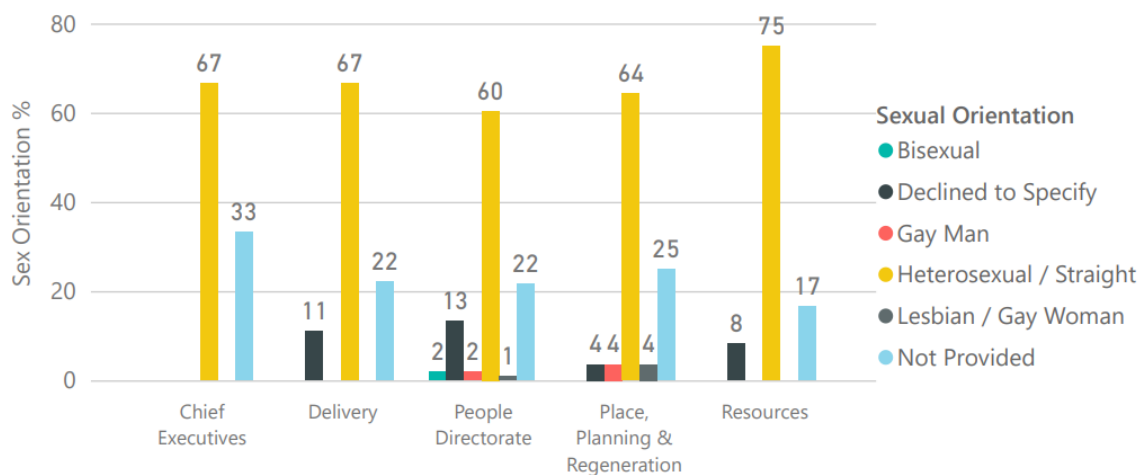
The Delivery Directorate has the largest group of declared LBTQ+ staff, with Resources being the least diverse in this area.

Salaries across Sexual Orientation (as % of entire workforce)
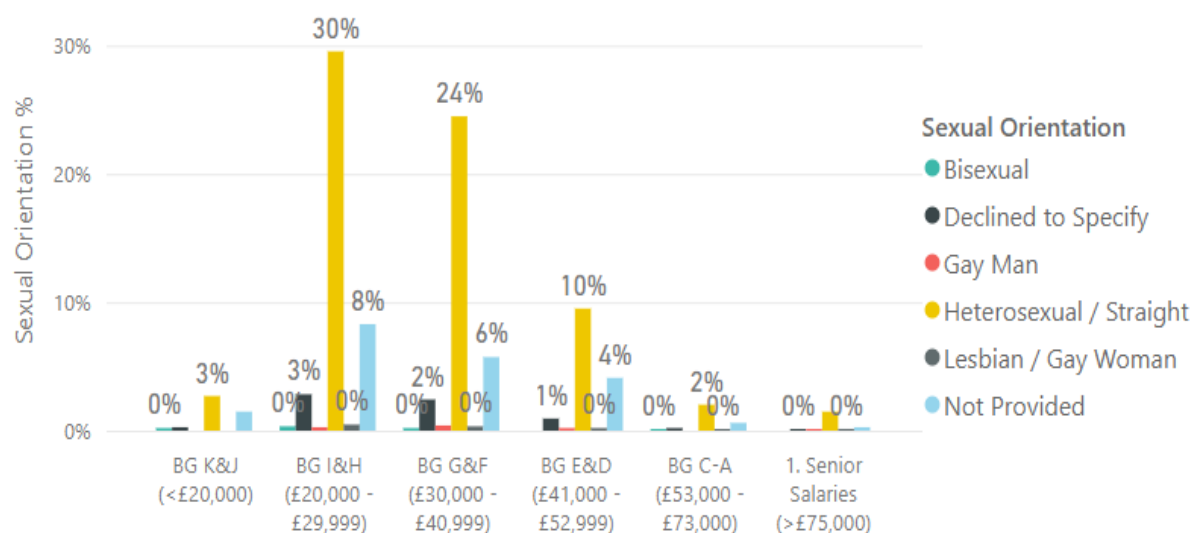
Salaries across Sexual Orientation (as % of each salary band)
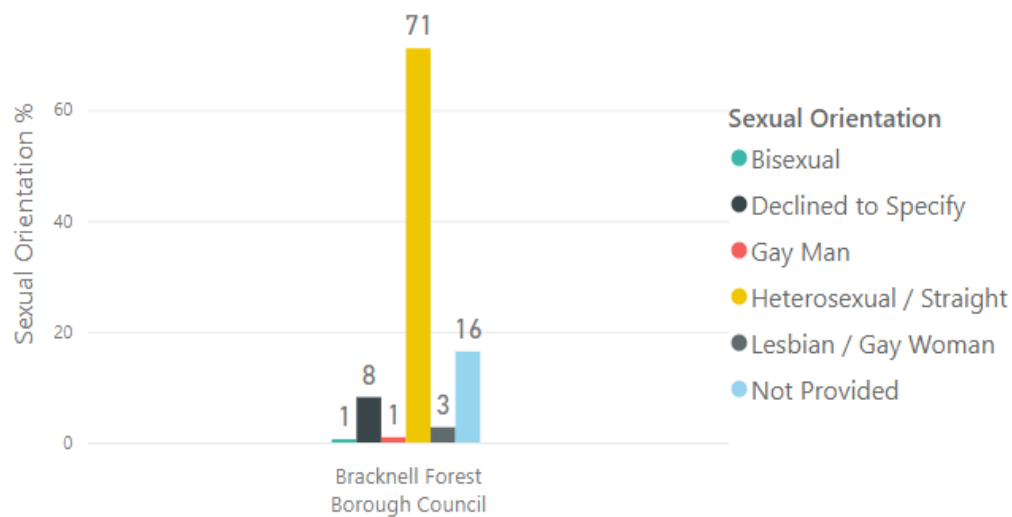

Sexual Orientation %

Sexual Orientation
- Bisexual
- Declined to Specify
- Gay Man
- Heterosexual / Straight
- Lesbian / Gay Woman
- Not Provided

Category	Bisexual	Declined to Specify	Gay Man	Heterosexual / Straight	Lesbian / Gay Woman	Not Provided
BG K&J (<£20,000)	4	6		58		32
BG I&H (£20,000 - £29,999)	1	7	1	71	1	20
BG G&F (£30,000 - £40,999)	1	7	1	73	1	17
BG E&D (£41,000 - £52,999)		6	1	64	1	27
BG C-A (£53,000 - £73,000)	2	7		68	2	20
1. Senior Salaries (>£75,000)	3	3		73	7	13
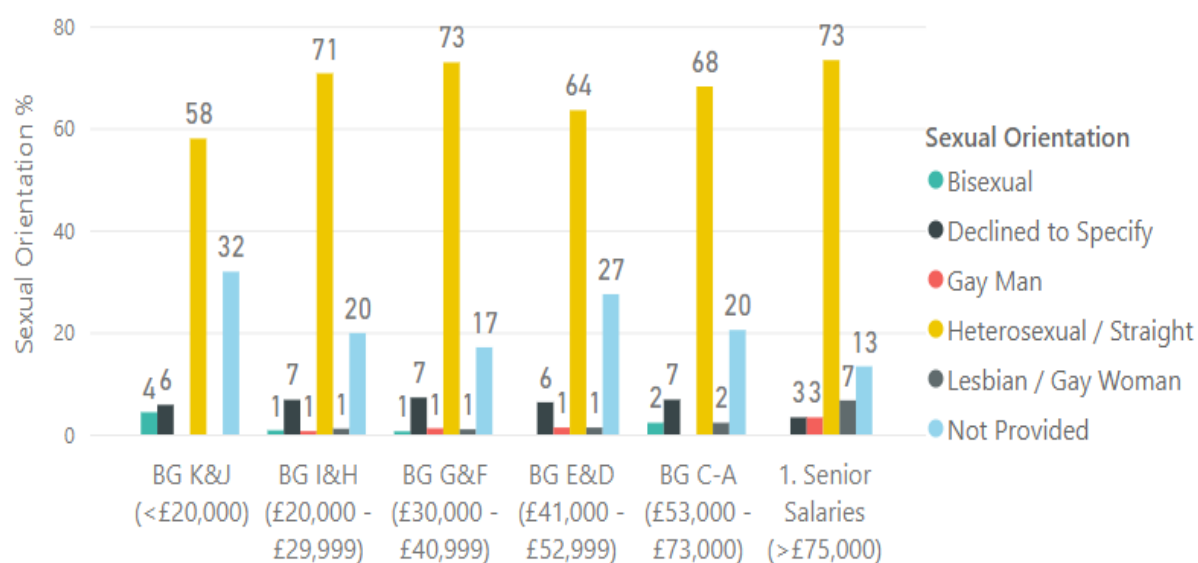
Salaries across Sexual Orientation Profile (as % of entire workforce)

Salary Group ▼	Bisexual	Declined to Specify	Gay Man	Heterosexual / Straight	Lesbian / Gay Woman	Not Provided	**Total**
BG K&J (<£20,000)	0.20%	0.27%		2.70%		1.48%	**4.66%**
BG I&H (£20,000 - £29,999)	0.34%	2.83%	0.27%	29.55%	0.47%	8.30%	**41.77%**
BG G&F (£30,000 - £40,999)	0.20%	2.43%	0.40%	24.49%	0.34%	5.74%	**33.60%**
BG E&D (£41,000 - £52,999)		0.94%	0.20%	9.51%	0.20%	4.12%	**14.98%**
BG C-A (£53,000 - £73,000)	0.07%	0.20%		2.02%	0.07%	0.61%	**2.97%**
1. Senior Salaries (>£75,000)		0.07%	0.07%	1.48%	0.13%	0.27%	**2.02%**
Total	**0.81%**	**6.75%**	**0.94%**	**69.77%**	**1.21%**	**20.51%**	**100.00%**

Salaries across Sexual Orientation Profile (as % of staff in each pay band)

Salary Group ▼	Bisexual	Declined to Specify	Gay Man	Heterosexual / Straight	Lesbian / Gay Woman	Not Provided
BG K&J (<£20,000)	4.35	5.80		57.97		31.88
BG I&H (£20,000 - £29,999)	0.81	6.79	0.65	70.76	1.13	19.87
BG G&F (£30,000 - £40,999)	0.60	7.23	1.20	72.89	1.00	17.07
BG E&D (£41,000 - £52,999)		6.31	1.35	63.51	1.35	27.48
BG C-A (£53,000 - £73,000)	2.27	6.82		68.18	2.27	20.45
1. Senior Salaries (>£75,000)		3.33	3.33	73.33	6.67	13.33
Total	**0.81**	**6.75**	**0.94**	**69.77**	**1.21**	**20.51**

Sexual Orientation Profile - Last 4 Years
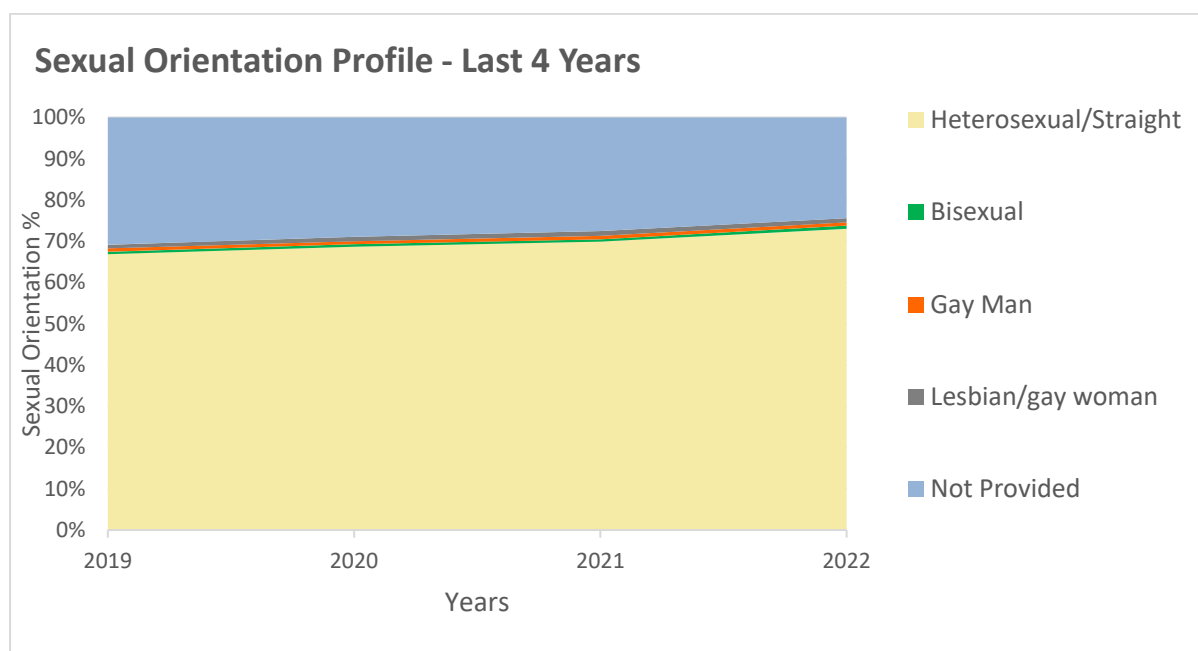
Data from the Office for National Statistics in 2020 estimated that 4.2% of the southeast population (Aged 16+) defined themselves as being lesbian, gay, bisexual, or other. Unfortunately, the figures from the 2021 Census are unavailable for us to compare against. Bracknell Forest profile is similar to previous years with 2.58% defining themselves in this way which is lower than the current estimates available.

We have a larger proportion of starters declaring they are from these groups than leavers which is promising and hopefully means we will be moving towards being representative of the area.

Gender and Ethnicity Pay Gap

Reporting Requirements

The government introduced mandatory gender gap reporting for all organisations with 250 or more employee in 2017. Organisations are required to publish the following statistics:

- the difference in the mean and median hourly rates of pay between male and female employees
- the difference in the mean and median bonus payments between male and female employees
- the proportion of male and female employees who received bonus pay during the twelve-month period preceding the snapshot date
- the proportion of people in each quartile of the organisation's pay distribution.

The mean, or arithmetic mean, is the average of a set of numbers, calculated by adding all the numbers together and then dividing by how many numbers there are. The median is another type of average and is the middle value of a list of numbers. The pay quartiles are calculated by listing all rates of pay in order of value and then dividing into four equal sections (quartiles), with each quartile containing the same number of individuals

Gender Pay Gap

The table below shows the mean and median gender pay gap based on hourly rates of pay as of 31st March 2022 for all Non-Schools Staff. The table compares the figures for this year with those of last year (the first year we separated non-schools out from schools)

	Difference between men and women	
	Mean Hourly Rate	**Median Hourly Rate**
31 March 2021	15.90%	11.70%
31 March 2022	13.50%	11.70%

The actual figures for the hourly rates in 2022 are as follows:

	2021 Hourly Rate	
	Mean	**Median**
Men	£24.32	£21.66
Women	£21.04	£19.11

The national median gender pay gap is 15.4% (October 2021 Office for National Statistics Annual Survey of Hours and Earnings ASHE Gender Pay Gap Analysis – (all organisations)). Further information published by the Office for National Statistics using data from the ASHE survey shows that the median gender gap for the public sector is 18.0%. The median gender pay gap for Bracknell Forest Council (11.7%) is lower than the public sector average.

Grade Band percentages of spread by Gender
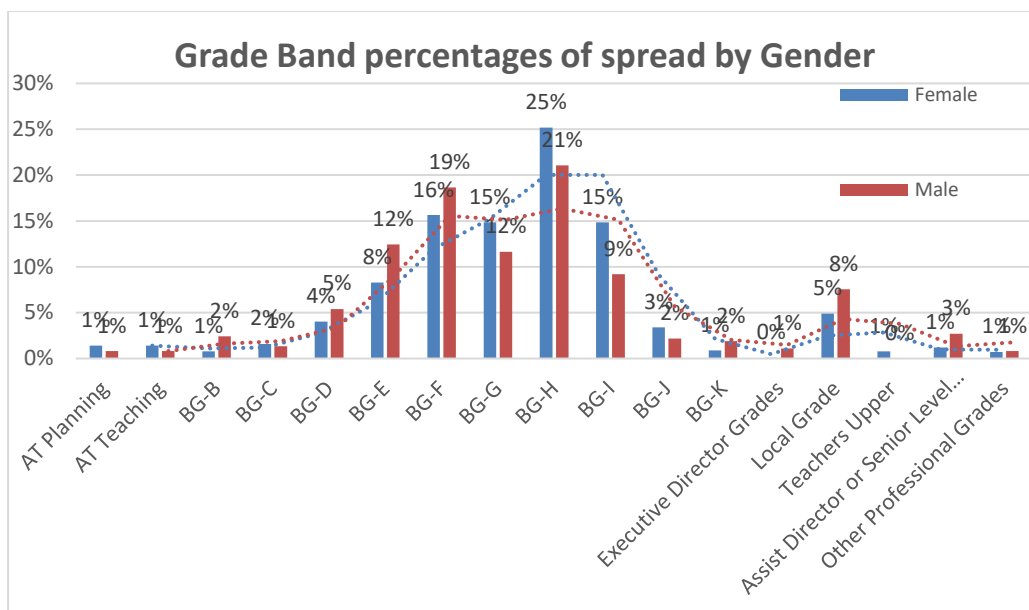
Reviewing the spread of pay for females, there is a cluster in Grade H which are roles like Emergency Response Officer, Support Co-ordinator, Family Support Worker, Welfare Officer, PAs so this would skew to a higher value as you are reviewing each individual salary and the middle will sit in Grade H. Men on the other hand have more staff on AD level salaries and they have a less steep "bell curve" but generally have slightly higher salaries in majority of grades.

Gender Bonus Gap

The bonus pay gap has been calculated in line with the definition of bonus pay contained within the regulations. For Bracknell Forest this includes Retention Payments, Honoraria payments and Merit Awards.

The table below shows the figures for 2021-2022: -

	Difference between men and women	
	Mean Hourly Rate	**Median Hourly Rate**
2022	3.60%	-21.40%

Actual figures: -

	2022 Bonus Rate	
	Mean	**Median**
Men	£203.89	£139.87
Women	£196.55	£169.86

These figures clearly show there is no bias in the bonus pay paid across the Authority. Reviewing Mean rate, men are paid slightly more but using the median hourly rate, women are paid more.

The bonus gap figures can be misleading due to the small numbers of staff in receipt of the payments during the year, which will skew the results. Male staff had 27 total bonus payments, female staff 113 payments.

Bonus Pay Total by Gender
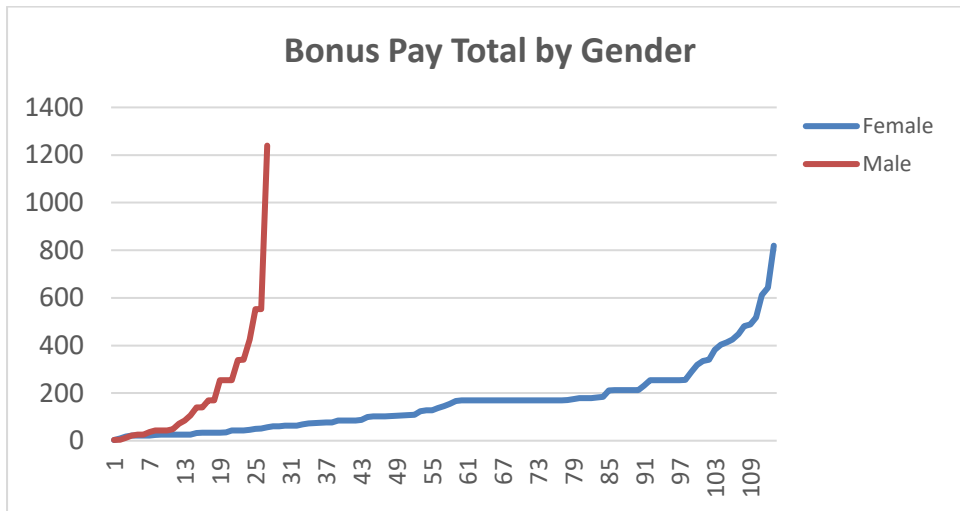
Proportion of Men and Women who receive bonus pay

Female	Male
10.10%	6.40%

More females get a bonus payment than men proportionally to their gender. The principal areas within the Council that receive bonus pay as per the definition are within Social Care in the People Directorate. We have a higher proportion of females (85%) within this directorate compared to the whole workforce (76%) which will in some way explain the figures above.

Pay Quartiles

The chart below illustrates the distribution of people across the quartiles of the Council's pay range and shows that the pay gap is largely because of occupational segregation. Local authorities have a wide range of services and professions, however many of the lower paid roles tend to be dominated by women e.g., administration, care, customer services etc.
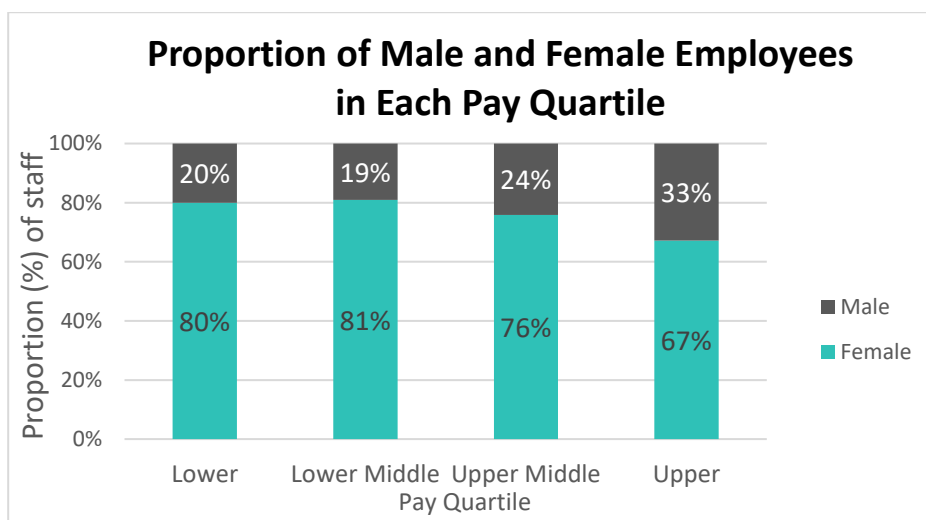
The proportion of Female employees in the bottom two quartiles is slightly higher than the proportion in the Authority, however as explained above this is expected due to the nature of

the jobs in the lower quartiles. These include Library Assistants, Administrative Roles and Customer Services Roles which traditionally are more attractive to females.

Whilst female employees are strongly represented in the upper and middle quartile, over half (52.7%) of females are within the lower two quartiles. There are more men in the upper quartiles.

Ethnicity Pay Gap

As part of the Action Plan agreed last year, we have calculated our ethnicity pay gap. There is no published guidance, so we have worked to the same guidelines as with the Gender Pay Gap. We have only included staff that have declared their ethnicity. This equates to 91.3% of staff.

Of those who have declared their ethnicity 88% are from a white (non-ethnic minority) background and 12% from an ethnic minority background.

	Difference between ethnic minority and non-ethnic minority employees and women	
	Mean Hourly Rate	Median Hourly Rate
2022	-3.20%	-10.60%

In terms of both mean and median calculations ethnic minorities are paid more.

We have not produced figures for ethnicity bonus pay gap due to the small numbers of staff involved.

Proportion of Ethnic Minority and Non-Ethnic Minority Employees who received bonus pay.

Ethnic Minority	Non-Ethnic Minority
10.10%	12.40%

Showing 10% of ethnic staff receive a bonus which is less than non-ethnic at 12%

Ethnicity Pay Quartiles

The chart below illustrates the distribution of ethnic minority employees across the quartiles of the Council's pay ranges. This shows a uniform distribution across the four quartiles. Over half of our ethnic minority employees are in the upper quartiles.

Proportion of Ethnic Minority and Non Ethnic Minority in each Pay Quartile

A stacked bar chart showing the proportion (%) of staff by pay quartile. The y-axis is labelled "Proportion (%) of staff" ranging from 0% to 100%. The x-axis is labelled "Pay Quartile" with categories Lower, Lower Middle, Upper Middle, and Upper. Legend: BAME, White.

Pay Quartile	BAME	White
Lower	10%	90%
Lower Middle	11%	89%
Upper Middle	13%	87%
Upper	13%	87%

These results on ethnicity pay gap are positive and clearly show that BFC does not have an issue in this area.
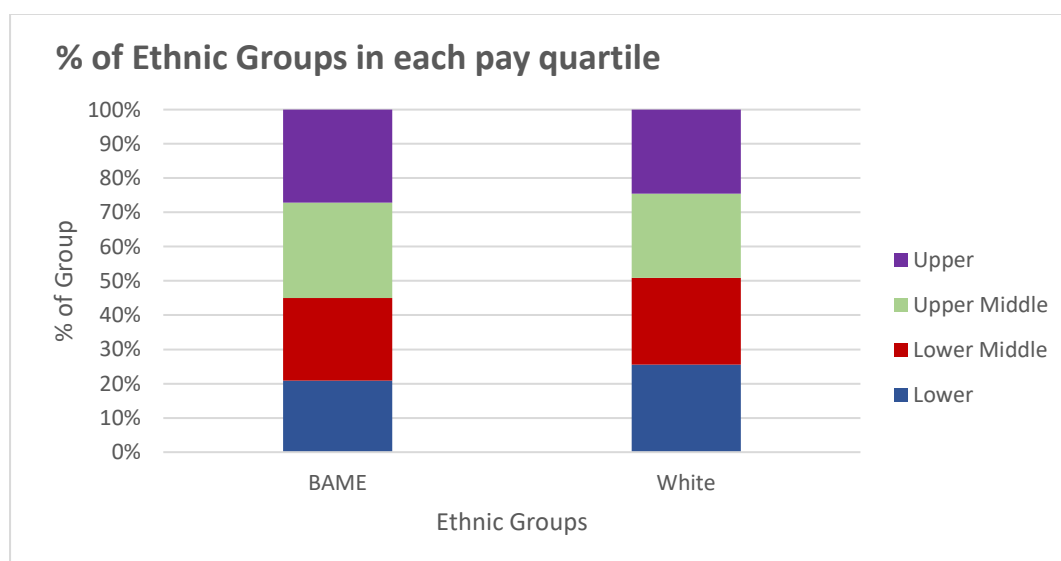
Below is a chart showing the spread of ethnic and non-ethnic staff across the 4 pay quartiles. It can clearly be seen that there is a higher proportion of ethnic staff within the upper pay quartiles that those from non-ethnic background. This further enhances the view that Bracknell Forest Council does not have an issue around this area.

% of Ethnic Groups in each pay quartile

A stacked bar chart showing the % of Group on the y-axis (0% to 100%) and Ethnic Groups (BAME, White) on the x-axis. Legend: Upper, Upper Middle, Lower Middle, Lower.

Inclusive Conversations Course Attendance

The key equalities training course is designed for all managers to attend, Phase 1 is now complete, see the attendance details of Inclusive Conversations below.

Directorates	Total Numbers	Booked	Completed	Non-Attendees
Chief Executives	14	0%	79%	21%
Delivery	45	4%	80%	16%
People Directorate	185	4%	43%	53%
Place, Planning & Regeneration	62	0%	81%	19%
Resources	23	4%	57%	39%
Grand Total	**329**	**3%**	**57%**	**39%**

The People Directorate still has 53% of its managers who did not attend the Inclusive Conversations course, followed by Resources at 39% non-attendance.

Grievance, Disciplinary and Capability

Our records show that 9 members of staff went through a formal proceeding during 21/22. These include Disciplinaries, Capabilities and Grievance but as the numbers are very small, one case will make a big impact on data analysis. The graph below shows the Disciplinary and Capability casework over the last 4 years.   The proportion of those from an ethnic minority is larger than the total population.

The 2 members of staff in the past year were from an ethnic minority group came from different categories of ethnic origin.
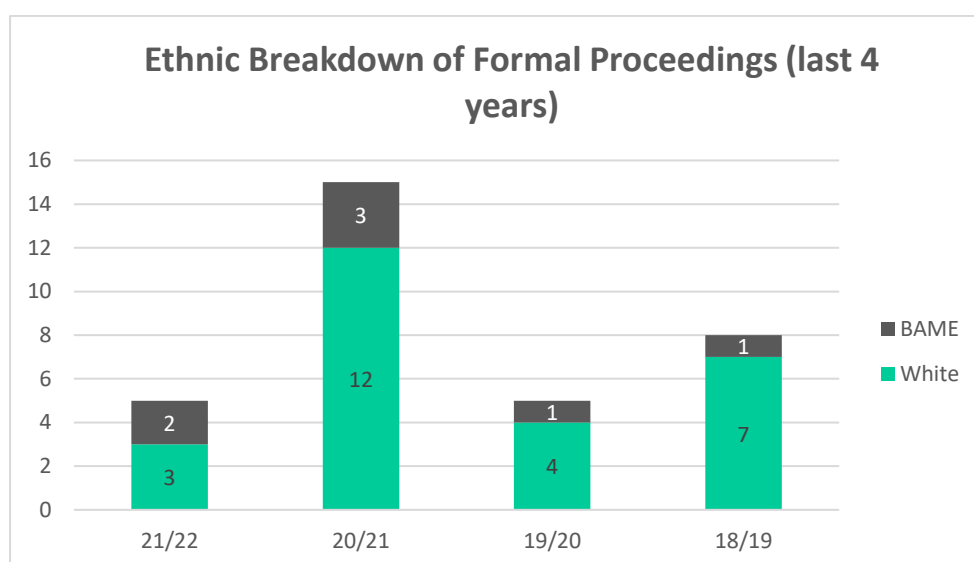
If you look at all formal proceedings including Grievances, 2 out of the 9 employees were from an ethnic background.

Below is a Summary table of the sensitive characteristics of those that went through a formal proceeding through the year compared with the figure for the staffing population. This shows a tendency for age category 55-59 members of staff to be subject to more formal proceedings. Each case has been reviewed and there are a variety of reasons for each formal proceeding and there is no pattern. One case was for health issues which lead to early retirement.

Characteristic	BFC Staff Figure (%)	Formal Proceeding (%)
Sex	76% Female	78% Female
Disabled	4% declared disabled	0% declared Disabled
Ethnic Origin	12% Ethnic Minority	22% Ethnic minority
Sexual Orientation	1% Lesbian/Gay Woman	11% (1) Lesbian/Gay Woman
Age	17% 30 – 39 28% 40 – 49 15% 50 – 54 16% 55 – 59 11% 60 – 64 22% 65 and over	11% 30 – 39 22% 40 – 49 11% 50 – 54 22% 55 – 59 11% 60 – 64 22% 65 and over

Update on Recommendations from 2021 Workforce Monitoring Report

These updates are a review of the work that has taken place. The ongoing actions will form the new action plan for 2022-2023 and onwards.

Action from 2021 Workforce Monitoring Report	Actions Taken	Actions ongoing
Review HR processes to ensure they are fair and without bias.	There is a timetable of review for all HR policies and processes to ensure they remain relevant, fair and without bias. The first ones have been completed, these are Disciplinary, Grievance, Agile Working, Performance Improvement and Capability. Equality & Dignity at work policy	Further review on the 5 policies to ensure reference to zero tolerance included. Review of all policies and processes will continue. Zero tolerance on discrimination, ability to suspend / gross misconduct.
Recruitment of Equality Allies Network	Network set up with 35 recruits. Allies are identified by their badges and tag on email address. Quarterly Equality Allies Meetings being held to promote best practice and address challenges Onboarding overview sessions took place, Allies attended 1C	Continue to develop the skills and use of the network of Equality Allies. Promotion of Allies programme on Intranet. Regular Equality Allies drop-in sessions in Time

| | | workshops, one to one conversations session run. | Square opportunity for staff to along to meet the Allies face to face.

Ongoing review and development.

To establish confidence exploring the use of Speak up Model.

Regular drop-in sessions, Feedback from allyship to adapt practice. |
|---|---|---|
| Implement a revised values and behaviours framework across BFC | Values have been revised to Inclusive, Ambitious and Always Learning

Values incorporated within Appraisal and 1:1 conversation form to enable conversation.

They form part of recruitment branding.

New EDI e-learning packages introduced and publicised.

Dedicated new manager Hub designed to be interactive and provide guidance and promote best practice. | Embedding the values and behaviours

Give managers and staff confidence to address where values and behaviours are not in line.

Work with our Comms team to develop new employee engagement plan.

Employee Experience Survey (September / October 2022) questions structured around the Inclusive, ambitious, and always learning values.

Implementation Plan will be developed following Employee Experience and Health / Wellbeing Survey 2022.

Focus groups planned to determine further focus interventions.

Wellbeing Charter Award assessment will further support inventions required.

Case studies being developed to demonstrate best practice. |

		Updating the grievance / disciplinary procedures to make it explicit that the use of discriminatory language or behaviour construes gross misconduct.
Encourage use of the Apprenticeship and NMT Scheme	Encouraged the use of apprenticeships for vacant posts and succession planning. Advertised for 2 career-based apprentices in Finance, 1 in HR/OD and 1 in ICT. All K grade apprenticeships are promoted to the leaving care service. We continue to appoint at least 2 NMTs biannually.	Apprenticeships as a way of succession planning especially in areas of skills shortage to enable us to grow our own. Initially looking at Audit followed by Occupational Therapists. Ensure type of work and how work is attractive to younger candidates. Develop good internal pathways.
Leadership and Management Development for aspiring, new or existing managers	Based on the leadership and management feedback from the skills survey a spec has been created and work in under tender.	By the end of October the supplier will be engaging with the organisation via DMT's focus and steering groups to gain a true understanding of our management culture. Behaviours/bias approach will be embedded during the planning phase.
Strategy to ensure more feedback during exit interviews and leaver questionnaires to be put in place. Review a database form to collect and hold information for analysis.	Exit Interviews have been held by a number of different roles across the Authority but there is no central record of exit interviews.	Review the process of Exit Interviews across the authority. Ensuring a consistent approach and a central record of the data obtained so that it can be used to aid future decisions. Leaver questionnaire to be updated with the aim of obtaining more information on the reason for leaving
Continue to place significant emphasis on equalities, diversity, and inclusivity as part of induction training	Reintroduced monthly Corporate Inductions for new starters with Chief Executive.	Review induction process for interims / consultants especially those who have managerial responsibilities to ensure

and ongoing training and development delivered to staff.	Phase 1 of Inclusive conversations completed. 189 managers attended, but there were 129 non attendees New Leadership and Manager development procurement will have emphasis on EDI. Work in collaboration with Diversity Calendar working group to continue to celebrate diversity and inclusion. Research best practice to ensure that we are aligning reflecting and understanding current social norms and practice.	they become familiar with BFC's ways on doing things. Review and monitor department induction Promotion recognition culture, for example introduce employee of the week/month. Discussions underway on how we recognise and reward good behaviours in a rolling programme
All new starters are required to complete the "Equality in the Workplace" e-learning module within 4 weeks of joining. This will be continuously monitored, and staff and managers chased where necessary.	These are monitored as part of the 6-month probation process. New 5 e-Learning equality modules introduced, with separate modules for Teams and managers.	Continue to monitor completion for new joiners' induction material.
Publish the Gender Pay gap figures to the government website. Enhance the information produced on Gender pay gap figures by including calculations on other protected characteristics as well as gender in a separate report for publishing on our website.	Our Gender Pay gap figures were published on the government website in line with the legislation. There is an enhanced the section within this report that deals with Gender Pay Gap.	Review the gender pay gap reasons further.
Undertake Ethnicity Pay Gap Analysis across the Authority and include within report above	Ethnicity Pay Gap analysis has been undertaken and has been included in this report.	We will look to include this within a new Gender and Ethnicity Pay Report next year.
Regular EqIA (Equality Impact Assessment) workshops are being run for all staff.	Equality Impact Assessment refresher and induction training programme continued for managers and staff involved in policy updates, service revisions, projects and change programmes.	Ongoing training provided as well as support to complete.

Continue to monitor the workforce of the authority and develop the analytics around this including reference to the updated Census statistics due early next year.	We have continued to develop the analytics each year, for the first time this year we have included analysis on how the protected characteristics sit across salary bandings.	Next year will have all the data from 2021 Census to use. Further development of analytics and data insight.
Provide a clearer view of schools and non-schools separately	This report just covers Non Schools to make it clearer. There is also a similar report to cover directorate breakdown within the Authority.	Schools report available separately.
Produce an improved Workforce Monitoring Report for 2022 using more insight and data analytics.	Utilising PowerBI skills recently learned, using better analytics / graphics to provide the data for implementing actions.	Feedback on improved report to be built into next years.

Additional Actions

Insight from this years' Workforce data analysis to add to Action Plan for 2022-2023, to be agreed by Equalities Board.

Issue – what do we need to do	Detail of what will do?
Review disabled leavers	Review why there are more disabled staff leaving. Exit interview process to be reviewed and data actively sought from leavers.
Increase the numbers of disabled staff as not reflective of borough	Adverts and recruitment campaigns targeting disabled staff. Renew disability confident commitment
Review why there are higher number of BAME leavers than joiners	Continue to gain insight from exit interviews and leaver questionnaires to further determine reasons why employees are leaving.
Management Practice	Embed management development ensuring that practice is inclusive.
Develop an Inclusive Language guide	Develop Transgender reassignment guidance
Grievance, disciplinary, capability	Review casework against ethnic origin
Probation	Continue to record and actively monitor all probation extensions, working closely with managers to ensure there is no opportunity for bias.
Other actions as a result of casework	Review formal proceedings against age categories Initiating tracking of all protected characteristics with our casework system. Outcomes are recorded on iTrent for reporting.

Training	Highlight E-learning data as well this provides a clearer picture if recorded learning
Within training data next year include e-learning packages	
In depth review of analytics	Ongoing discussion on the data analytics including review of Directorate information

Bracknell Forest Council